

THRIVING TOGETHER

2025-2030 STRATEGIC PLAN

Division of Student Affairs



Oregon State
University

THRIVING TOGETHER

2025-2030 Strategic Plan



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INTRODUCTION FROM THE VICE PROVOST

As we embark on this new chapter in the Division of Student Affairs at Oregon State University, we are guided by a vision deeply rooted in our history and the rich, diverse landscape of Oregon. Our new strategic plan for the Division of Student Affairs is designed to align with and support the broader university strategic plan, “Prosperity Widely Shared,” while addressing our students’ specific needs and aspirations. This plan, co-created with a wide variety of stakeholders, represents a collective effort to elevate the student experience and foster a thriving community.

This strategic plan encapsulates our long-term goals and broad aspirations, aligning with OSU’s mission of being a catalyst for equitable and sustainable prosperity, and reflects our commitment to support every OSU student, whether they are on the main campus in Corvallis, at OSU-Cascades in Bend, one of our campus centers or research sites, or studying through our Ecampus from locations across the globe.

The goals and objectives of our strategic plan offer the essential support and structure that propel us toward our vision. By enhancing the efficiency and effectiveness of our operations, we ensure our division’s long-term sustainability and growth. Within this plan you will also see our commitment to the success of our employees and the enhancement of their work experience. We aim to create a workplace where faculty and staff feel valued, motivated, and equipped to contribute their best by prioritizing their well-being, professional development, and engagement. This commitment involves providing ample growth opportunities, recognizing and rewarding achievements, and ensuring that our policies and practices support a healthy work-life balance. Enhancing the employee experience is crucial for maintaining high morale, reducing turnover, and ultimately driving our organization’s and students’ success.

Our strategic plan emphasizes creating an inclusive and supportive environment where all students can achieve their full potential regardless of their background or location. The interconnectedness of our efforts within the larger ecosystem of student affairs and the broader university community underscores the importance of partnership and collaboration.

Together, we honor our past, embrace our present, and boldly move toward a future of shared prosperity and success for all our students. Our commitment to this institution of higher learning and the work of the Division of Student Affairs will be of enduring benefit to the people on whose ancestral land we are now located.

This plan is a testament to our collective desire and our unwavering commitment to creating an environment where every student and employee can thrive. The long-term goals and broad aspirations of this plan guide the work of the Division of Student Affairs over the next five years.

We are excited to introduce you to “Thriving Together,” a strategic plan for Oregon State’s Division of Student Affairs, committed to a thriving and empowered student community.

Dan Larson
 Vice Provost for Student Affairs
 Oregon State University



Visualizing Thriving Together

At the heart of Thriving Together is the Douglas Fir, an iconic symbol of strength and resilience in Oregon’s natural landscape. Like the Douglas Fir, our community is rooted in shared values, with the stability and support needed to foster growth. The tree’s deep roots represent our long-standing commitment to student well-being, inclusivity, and excellence, while its wide-reaching branches reflect our goal of extending that support to every corner of our diverse university community.

This metaphor isn’t just symbolic; it underscores the practical goals of this strategic plan. Just as the Douglas Fir anchors the ecosystem, our plan provides a solid framework for supporting the holistic development of each student. By nurturing a strong, interconnected community, we ensure that every student has the resources, support, and opportunities needed to thrive.

OUR VISION

Our vision is clear: Every student graduates and ventures into the broader world prepared and empowered to be a change-maker and problem solver in service to the global community. This vision underpins every aspect of our strategic plan, guiding us toward creating an environment where students are not only supported but are also inspired to excel and make a positive impact.

Areas of Distinction

The successful implementation of our strategic plan will lead to several aspirational outcomes, referred to as our Areas of Distinction. These include:



Career Advancement

Empowering every student to articulate a pathway toward their desired career or academic outcomes in an environment that supports exploration, growth, and change. This pathway is scaffolded through continued academic progress, persistence, and co-curricular experiences.

Student Health and Well-being

Creating an infrastructure (barrier-free, preventative, and responsive) that supports all students' physical, mental, and emotional well-being so that they can be successful in their academic and professional pursuits and goals.

Community and Belonging

Creating, strengthening, and sustaining thriving communities that acknowledge how each individual is differentially situated, thereby facilitating every community member's sense of belonging.

These Areas of Distinction are integral to our mission and vision, reflecting our commitment to fostering an inclusive, supportive, and dynamic environment where every student can thrive. Through the collaborative efforts of our dedicated staff and the broader university community, we will achieve these ambitious goals and continue to support our students in becoming empowered, engaged, and impactful global citizens.



OUR DIVISION

The Division of Student Affairs at Oregon State University is dedicated to enhancing learning and enriching the student experience across all campuses and locations. Every initiative we undertake is student-driven, ensuring that our efforts positively impact students from all academic majors and class standings. Our mission is to improve students' health and well-being,¹ cultivate academic success through robust support services, guide students in their career exploration, and empower them to become adept problem-solvers.

Through a wide array of programs and services, we foster diverse, inclusive communities and create networks of support that help students persist on their educational paths. These networks enable our students to graduate with the confidence and skills necessary to build an empowered future. We value working cohesively and collaboratively with students, colleges, university administrative units, and broader community and industry partners. Together, we nurture an environment where every student thrives and is empowered to contribute meaningfully to the global community.

The Division of Student Affairs is a vibrant, dynamic entity supported by over 3,500 dedicated employees, including nearly 700 faculty and staff and more than 3,000 part-time student employees. Our facilities are extensive and diverse, encompassing 15 residence halls, three apartment communities, three dining centers with multiple concepts, three retail restaurants, a full grocery store, and 10 cafes/retail stores across the Corvallis campus. We also boast more than nine health, wellness, and student success facilities on the Corvallis and OSU-Cascades campuses, including the Health Center, Rapid Care @ Tebeau Hall, Counseling & Psychological Services, the Dixon Recreation Center, Student Legacy Park, the McAlexander Fieldhouse, the Fitness Center at OSU-Cascades, the Academic Success Center, the Beth Ray Center for Academic Support, and the Student Experience Center. Additionally, we manage and maintain roughly 3 million square feet of facilities, with a 10-year capital forecast involving approximately \$2 billion in new building developments, existing building renewals, and many planned facility renovations.

¹ Well-being is an optimal and dynamic state where individuals and communities thrive. It encompasses both individual well-being — defined by personal happiness, fulfillment of human rights and needs, and meaningful contributions to the community — and community well-being, characterized by strong relationships, collective quality of life, and meeting the needs of all members. This holistic approach makes well-being a shared responsibility, integrating the well-being of the whole person, educational experience, and institution.



OUR PEOPLE

At the heart of the Division of Student Affairs at Oregon State University is a dedicated commitment to both our students and our staff. The people doing the work are the foundation of our efforts, much like the deep roots of the Douglas Fir provide a solid foundation for the tree. Our strategic plan not only aims to enhance the student experience but also places a significant emphasis on fostering a supportive, inclusive, and thriving work environment for our employees. This dual focus ensures that we can collectively achieve our mission of empowering every student to become a change-maker and problem-solver in service to the global community.

Our commitment to enhancing the employee experience is integral to our strategic plan. We are dedicated to fostering a work environment where every staff member feels supported, valued, and motivated to excel. By prioritizing employee well-being, professional growth, and active engagement, we aim to cultivate a culture where our employees can thrive. This holistic approach is essential for maintaining high morale, reducing turnover, and ensuring the sustained success of our division. Moreover, by committing to this work, we are setting our people

up to engage meaningfully in the strategic plan's initiatives, ensuring that the employee experience serves as a horizontal thread through all our goals and their implementation.

We will implement comprehensive support systems, create pathways for career advancement, and consistently celebrate the contributions of our dedicated staff. Offering ample opportunities for development, recognizing achievements, and promoting a healthy work-life balance are central to our efforts. This commitment is not just about improving the work environment but also about ensuring that our staff are fully equipped and motivated to support our students effectively.

Central to our approach is the Community Compact, which outlines the shared principles that foster a positive sense of community within the division. The concepts inherent in our Community Compact — empathy, equity, accountability, and curiosity — have been instrumental in shaping the development of our strategic plan. As we work toward achieving our goals, the Community Compact principles will help us stay grounded in our shared values and guide our approach to our collective efforts.

Community Compact



Deliberate

We will be a **deliberate** community where all members find commonalities amongst each other and are committed and responsible for upholding our obligations to each other and our role in advancing student success.



Restorative

We will be a **restorative** community that disrupts injustice and inequity. We will engage in difficult conversations to create and repair relationships with empathy and grace.



Open

We will be an **open** community that is caring, assumes positive intent, and values curiosity and learning. We will ask questions, share ideas and experiences, and be aware of how our actions and words impact others.



Just

We will be a **just** community where we respect the dignity and humanity of all, pursue equity, and are accountable for learning and improving our individual skills and knowledge toward that end.



Celebrative

We will be a **celebrative** community where we build meaningful traditions, affirm each other, and provide the capacity to celebrate success.

These principles are not just ideals; they are actionable commitments that will shape our interactions and strategies. They ensure that as we work toward our strategic goals, we do so in a manner that is inclusive, equitable, and supportive of all members of our community. The Community Compact helps us realize our vision by anchoring our strategies in these shared values, ensuring that we remain an open, just, restorative, deliberate, and celebrative community.

By embedding these principles into our daily practices and strategic initiatives, we create a cohesive and supportive environment that benefits both our staff and our students. Together, we will build a thriving community where every member feels valued and empowered to contribute to the success of the Division of Student Affairs and the broader Oregon State University community.



OUR PROCESS

The Student Affairs Strategic Plan embodies an aspirational vision for the future and a clear roadmap to achieve it. In January 2024, the Division of Student Affairs at Oregon State University initiated a collaborative and comprehensive strategic planning process to align the division's efforts with OSU's broader institutional goals by 2030. This process was meticulously designed to set clear objectives, engage a broad spectrum of stakeholders, collect and analyze relevant data, and develop actionable strategies for implementation.

The strategic planning process was overseen by a 14-member Strategic Planning Steering Committee, representing a cross-section of the Division of Student Affairs. To ensure that the implementation strategy was considered at every stage, the committee was further divided into four subcommittees, each focused on a specific aspect of the CARE framework: Communication, Rollout, Actualize, and Evaluate. This structure was critical in maintaining a holistic view of the plan's development, ensuring that every phase was interconnected and aligned with the division's long-term goals.

The process began with the objective setting phase, where senior stakeholders within Student Affairs met to establish the overarching goals and expectations for the plan. These initial discussions led to the formation of the Strategic Planning Steering Committee, whose role was to guide the strategic planning process, ensuring that it remained focused, inclusive, and aligned with the university's mission.

Stakeholder engagement and data collection were integral to the development of the plan. Through a series of visioning sessions, pop-up activities, surveys, and focus groups, the committee engaged with a wide range of divisional employees, students, and campus partners. This extensive engagement resulted in 44% of Student Affairs staff participating in the process, along with significant input from students and OSU employees outside the division. The insights gathered from these sessions provided a comprehensive understanding of the needs, expectations, and aspirations of the stakeholders, which became the foundation of the strategic plan.

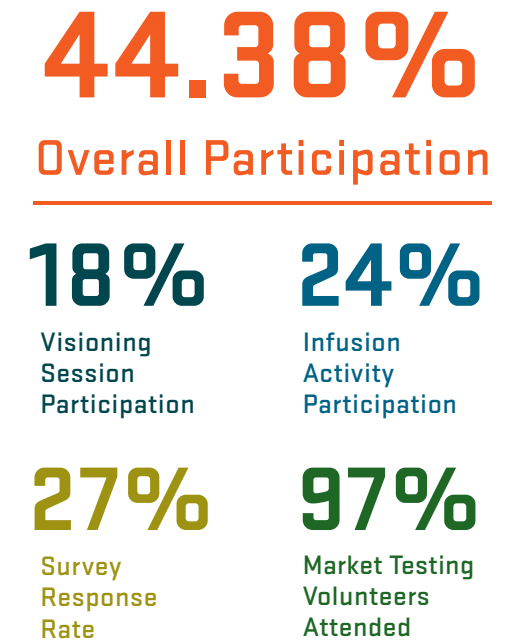
Timeline



Data Collected & Analyzed



Student Affairs Engagement



Following the data collection phase, the Strategic Planning Steering Committee analyzed the feedback and identified key strategic focus areas. These focus areas served as the guiding principles for drafting the strategic plan, ensuring that it not only reflected stakeholder input but also aligned with the division's and university's broader goals. The draft strategic plan underwent multiple rounds of review and refinement, incorporating feedback from both the committee and the broader Student Affairs leadership. This iterative process culminated in the creation of a final draft that was both actionable and measurable. Throughout this process, the committee was acutely aware of the need for a plan that would be dynamic and adaptable, capable of evolving as the division and the university grow and change over the coming years. The strategic plan was designed with a strong implementation strategy and a commitment to continuous evaluation, ensuring that it remains a living document, responsive to the needs of the OSU community and the ever-changing landscape of higher education.



OUR CONTEXT

In recent years, the Division of Student Affairs has continued to adapt and grow as significant changes have impacted our collective experience. Several of these global, national, and local factors influenced the development of this plan and how we interpreted the information we collected.

Nationally, we have seen major cultural shifts affecting how people work, communicate, and engage. Employees are increasingly more willing to leave in search of more flexible, personally fulfilling, and inclusive positions. At the same time, society is grappling with challenges that require a heightened ability to communicate across differences and engage in civil dialogue. These shifts challenge us to embrace agility, foster mutual respect, and redefine what it means to be part of an organization committed to common goals. Our responsibility is to equip staff and students with the skills to navigate diverse perspectives and work collaboratively in an increasingly complex world.

The value of higher education in the U.S. and the world is well documented, but some students, families, and community members question the value of a college degree. It is important to intentionally and continuously improve the experience of an OSU education to deliver meaningful value and positive outcomes. The financial investment required to pursue higher education continues to grow, bringing implications for access, funding, free expression, and curricula. These challenges offer Student Affairs an opportunity to center the growth and development of students and staff, create space for educational discourse and dialogue, and build our collective capacity and skills for working together.

Closer to home, other developments are changing how students experience their OSU education. In 2023, a shift in the collegiate athletic landscape resulted in an exodus of universities from the Pac-12 conference, with a significant financial impact on our institution. Additionally, OSU is launching a new Core Education Curriculum in fall 2025. This new curriculum requires the OSU community to develop our students into proactive members of society who are ready to take on challenges, solve problems, and build a better world. The Core Education also embeds career

readiness and advancement, a signature element that students do not find elsewhere.

Perhaps most importantly, under President Jayathi Murthy, Oregon State University launched Prosperity Widely Shared, a new strategic plan for 2024-2030. This plan challenges OSU to be a driving force for a prosperity that is “equitable, scalable and sustainable,” and includes ambitious targets for increasing and equalizing graduation rates. The Division of Student Affairs has a fundamental role to play in creating the structures, services, and programs that will advance student success and allow OSU to meet the challenges that have been set for it.

Prosperity Widely Shared states, unequivocally, the university’s commitment to continual reflection upon and learning about the impact of our work and operations on Tribal Nations and Indigenous communities, as we continue to reconcile, build, and maintain partnerships. The Division of Student Affairs plays a key role in advancing this commitment.



GOAL 1 Implement a comprehensive student experience

We will deliver and sustain a robust student experience framework informed by sound student development theory. The framework will provide every student learner across all OSU locations and modalities access to a comprehensive and cohesive experience that supports students’ academic, personal, and professional development. By fostering strong partnerships across the institution and leveraging collective expertise, we will equip students with the skills, knowledge, mindsets, and networks essential for thriving at OSU and beyond, and adapting to a changing world.

Objectives

- 1 | Lead the development and implementation of an integrated onboarding program that introduces students to resources, academic expectations, and community values, ensuring a successful transition to OSU.
- 2 | Implement feedback channels alongside frameworks and training to identify barriers and foster continuous service and program improvement.
- 3 | Develop and communicate a cohesive philosophy of student development and learning that guides student services throughout the division.
- 4 | Connect Division of Student Affairs programs and experiences to career readiness competencies that help students make connections between the skills they develop through their experiences and their future career goals.
- 5 | Create new and revitalize existing campus traditions, signature events, and pride-building activities to meet the evolving needs of an increasingly diverse student body, including non-traditional and distance learners.
- 6 | Anticipate and adapt services and programs to meet the evolving needs of an increasingly diverse student body, including non-traditional students and distance learners.
- 7 | Transform student employment opportunities to learn and connect essential transferable skills.
- 8 | Implement initiatives that enhance students’ global and intercultural competencies and understanding and appreciation of diverse cultures through intercultural programs, global events, and partnerships with international organizations.

GOAL 2 Dismantle barriers and amplify access

We will create a supportive environment where all students can succeed by ensuring access to academic, personal, and professional support. By working directly with the diverse communities we serve, we will design and deliver proactive and comprehensive support services and interventions that disrupt educational and experiential disparities among differently situated students.

Objectives

- 1 Identify existing student support structures (both within and outside the division) to understand what is available to students, determine where redundancies, barriers, and gaps exist, and name strong practices.
- 2 Evaluate and recommend improvement processes, spaces, and initiatives to ensure accessibility² and the use of targeted universalism principles.
- 3 Implement, sustain, and refine the programming and student support structures for the Finish in Four program, in pursuit of designing equitable access for low-income students.
- 4 Create an infrastructure of cross-functional work groups bringing division staff together to advance student success initiatives, improve program design, cultivate cooperative partnerships, and reduce duplicative efforts.
- 5 Identify and apply frameworks and training that will help employees identify and dismantle barriers.
- 6 Utilize artificial intelligence (AI)-powered tools to provide students with timely, accurate, and personalized information and support, simplifying administrative tasks and enabling staff to focus on high-value student interactions.

² Accessibility ensures that everyone has free and full access to the same programs, services, and spaces without discrimination.

GOAL 3 Create a culture of well-being

We are dedicated to creating a university environment that promotes well-being through collaboration and interdisciplinary knowledge. We will lead the implementation of comprehensive well-being programs and initiatives that support physical, mental, and emotional health. By fostering a culture that supports well-being, we aim to create an environment where individuals can thrive, achieve their potential, and contribute positively to their community.

Objectives

- 1 Design and coordinate university services to support equitable access, enhance health and well-being, and promote a supportive organizational culture.
- 2 Foster student and staff resilience³ and adaptability by implementing essential skills training and support resources to build and enhance the capacity for navigating challenges and overcoming obstacles, allowing individuals to reach their full potential.
- 3 Embed well-being practices into all aspects of Student Affairs culture, including administration and leadership, operations, and policies. Infuse well-being practices into everyday operations and culture.
- 4 Develop and expand well-being programs that address diverse experiences and needs and prioritize health equity.
- 5 Encourage sustainable practices and environmental responsibility across the division to create a more optimal living and learning environment.
- 6 Leverage university and national data insights to design and implement focused, evidence-informed well-being programs and services.

³ The process and outcome of successfully adapting to difficult or challenging life experiences, especially through mental, emotional, and behavioral flexibility and adjustment to external and internal demands. Many factors contribute to how well people adapt to adversities, predominant among them (a) how individuals view and engage with the world, (b) the availability and quality of social resources, and (c) specific coping strategies.

GOAL 4 Cultivate an environment of curiosity and inclusion

We are dedicated to nurturing a university culture where every individual actively contributes to creating a community of respect, understanding, and inclusion.⁴ We aim to create an environment where differences are not only acknowledged but celebrated and where we develop collaboration, curiosity, empathy, and a shared responsibility to advance social justice. We will create platforms for students and staff to share diverse perspectives, learn from one another, and engage in discourse. In doing so, we build collective skills around communication and collaboration in service to a vision for a socially just and engaged democratic society.

Objectives

- 1 Cultivate opportunities for students to encounter different perspectives and to engage in cultural learning, preparing them to work effectively in a diverse society as global citizens.
- 2 Collaborate with university partners to build community-wide competencies in dialogue, communication, and respectful disagreement.
- 3 Create tools and resources for community-oriented skills and develop spaces to practice those skills.
- 4 Develop and implement inter-divisional civil discourse strategies training for staff.
- 5 Foster student development in creating change via opportunities such as comprehensive civic engagement, social justice, and democratic participation.

⁴ Inclusion reflects the manner in which individuals of diverse backgrounds are not only included but valued as necessary voices within an organization.

GOAL 5 Achieve organizational excellence

We will continually drive to maximize our impact on students and become an exceptional place to work. In addition to continually learning from our varied disciplines, we will tend to the internal dynamics that influence our capacity for excellence, such as improving communication, fostering collaboration, enriching the employee experience, ensuring fiscal health, continuously refining resource allocation, implementing effective programs, and strengthening organizational and leadership structures.

Objectives

- 1 Cultivate cross-functional alignments by centering the student experience and execute on areas of greater service delivery.
- 2 Design opportunities for employees to gain an understanding of the functional areas and roles within the Division of Student Affairs and their connection to divisional goals.
- 3 Create and execute a division-wide training strategy that fosters continuous professional growth while embedding shared leadership principles and practices for all management levels.
- 4 Develop and adhere to a set of shared leadership principles and practices for the division and train managers, directors, and other leaders on the key expectations for their work related to leading people.
- 5 Engage in robust assessment practices using clear metrics and accessible data to understand and improve programmatic impact and the contributions of efforts to divisional and institutional goals.
- 6 Enhance the awareness of the division's programs and services within and outside the division through coordinated, division-wide efforts.

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