



Structure, Focus and Leadership Roles

Winter 2020

Division Leadership and Position Structure – Roles and Focus

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

Vice Provost for Student Affairs (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 toward institutional goals, serves 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.

Positions that Report to the Vice Provost for Student Affairs: Operations Associate, Associate Vice Provosts, Executive Directors

Operations Associate: Responsible for managing the Office of the Vice Provosts for Student Affairs. 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 human resources processes. Leads divisional training, development and orientation agenda. Coordinates fundraising strategy and stewardship for the division.

Positions that Report to the Operations Associate: Directors, Managers, Coordinators, Associate/Assistant Directors, Managers, Coordinators, Specialists, Administrative Assistants, APAs, APSs

Associate Vice Provosts: Responsible for leading portfolios of organizations and/or functional areas. Represent the Office of the Vice Provost and division on areas of designated focus. Ensure the “*areas of focus*” (outlined below) 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. Perform executive director level functions for departments within their portfolio. Reinforce tone of division. Create accountability to tone, up and throughout, the division.

Positions that Report to Associate Vice Provosts: Directors, Executive Assistants

Associate Vice Provost Areas of Focus:

Associate Vice Provost – SA Student Life:

- *Ensure the division and university are well educated about and served by a case-management approach to support student success.*
- *Take lead on strategy for promoting community and belonging within the division programs, integrating vision and purpose with student-serving centers.*

Associate Vice Provost – SA Health & Well-being:

- *Ensure the division is educated on, and functions from, a community and public health perspective to advance holistic well-being as a foundation for student success.*
- *Take lead on developing an integrated framework for programs, services and systems to advance division's contribution to OSU's Strategic Plan 4.0 related to health, wellness and well-being.*

Associate Vice Provost – SA Finance & Operations:

- *Ensure the 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.*

Associate Vice Provost– SA Auxiliaries:

- *Ensure the 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 in auxiliary units, including increased/improved programs and services that produce cash sales to off-set increased costs to students.*

Associate Vice Provost – SA Inclusion & Engagement:

- *Ensure division functions with shared values and practices to advance students sense of belonging and connectedness to each other, and to OSU. Includes focus in identity development, social justice education and equity in access and success for underrepresented students.*
- *Take lead in developing partnerships between the division's programs and services and with the Office of Institutional Diversity, and other university offices charged with advancing equity and inclusion, specific to supporting and enhancing the student experience.*

Executive Directors: Responsible for senior level/executive level leadership over an organization of multiple departments that are aligned with a shared mission. Ensure vision and priorities set by the division leadership are effectively disseminated within the framework of their organization's context. Ensure 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. Reinforce tone of division, create accountability up and throughout the division, and set tone that is in alignment with division for their organization.

Positions that Report to Executive Directors: Directors, Associate/Assistant Directors, Executive Assistants

Directors: Responsible for functional areas within organizations. Serve as content experts over specific programs, services and/or functions. Ensure department is in alignment with home organization, contribute to the area of focus within aligned organization, as well as areas of focus of AVP portfolios.

Positions that Report to Directors: Associate/Assistant Directors, Managers, Coordinators, Specialists, Administrative Assistants, APAs, APSs

Leadership Teams

There are two leadership teams that regularly meet with the vice provost for student affairs and are direct reports to the VPSA. Both ensure that the development of vision and direction benefit from a broad representation of division units.

Executive Leadership Team

(VPSA, Executive Directors, AVPs and Operations Associate)

Meeting Frequency:

The Executive Leadership Team (ELT) will meet two hours every month.

Meeting Purpose:

- Acquire 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, and others as set through planning.
- 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 of Student Affairs.
- 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 the Division of Student Affairs for the betterment of our efforts with student support.
- Develop your personal educational agenda that will make you the most effective at all of the above.

Student Affairs Divisional Leadership Council

(VPSA, AVPs and Operations Associate)

Meeting Frequency:

The Student Affairs Divisional Leadership Council (DLC) will meet one hour every two weeks.

Meeting Purpose:

- Share progress relevant to AVP area of focus.
- Identify areas of needed attention by DLC members (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 ELT, ensuring ELT 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.