Student Affairs at Ohio University
the nation’s best transformative learning community
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Ohio University in Athens, Ohio, seeks an innovative, student-centered, and strategic leader for the Vice President for Student Affairs (VPSA). The VPSA reports to the President and will lead, promote, and direct an accomplished, dynamic, and respected student affairs division whose mission is to provide learning-centered environments, meaningful out-of-class opportunities, and professional support services that help students learn through their experience and achieve academic success.

The Vice President for Student Affairs is a key leader within the University community, occupying a role that reports directly to President Roderick J. McDavis, making the Vice President for Student Affairs an important contributor and participant in the University's strategic planning, fiscal operations, and decision-making. In total, four planning units report directly to the president: the Executive Vice President and Provost, Vice President for Finance and Administration, Vice President for Student Affairs, and Vice President for University Advancement. Other units reporting to the president include Athletics, Communications and Marketing, Legal Affairs, and Government Relations.
Qualifications for the position

Successful candidates will have an earned doctorate at the time of appointment, experience managing a complex portfolio, and significant leadership experience in student affairs. Candidates will also bring with them a record of dynamic and visionary accomplishments with a deep understanding of the mission and functions of student affairs in a large, comprehensive university, as well as experience working collaboratively with academic affairs. Successful candidates will bring to the position a high degree of energy and integrity; experience in strategic planning and financial management, including budget and resource development; the ability to work with diverse constituents; knowledge of student development theory, current issues and trends in student affairs; an interest in external fundraising; experience with outside constituents, especially local, state, and national policy makers; experience in designing, undertaking, and applying an assessment-based approach to student affairs programming and practices; extensive supervisory experience; and excellent interpersonal and written/oral communication skills.

The finalist for the Vice President for Student Affairs should have a strong commitment to the following:

• Providing visionary and intellectual leadership to a comprehensive student affairs program at a national research university;
• Working collaboratively with academic affairs;
• Promoting and supporting the highest standards for a student-centered, residential campus;
• Advancing the mission and goals of the Division and institution through strategic planning;
• Working effectively with and responding to the needs of administrators, faculty, staff, alumni, and students within the Division and university-wide;
• Fostering a climate of intellectual diversity, debate, and inquiry among staff and students; and
• Strengthening the mission of the University and the unique missions of its campuses and programs.

Personal qualities sought in the new VPSA at Ohio University include, but are not limited to:

• Outstanding personal and professional integrity that will inspire and motivate students, administrators, and staff throughout the Division of Student Affairs;
• Demonstrated success in being a persuasive, effective, and politically sophisticated advocate for the Division of Student Affairs within the larger university community and its constituencies;
• A collaborative approach to decision-making and problem solving; and
• Passion for supporting a student-centered workplace and a long-term, student-centered professional vision.
Academic excellence and innovation have been the major engines of Ohio University's vision since its congressional charter in 1804. As the first public institution of higher learning in Ohio and the entire Northwest Territory, Ohio University shaped its early mission around providing a transformative education for citizens living west of the Appalachian Mountains. Now into its third century, OHIO has become one of the nation's premiere regional universities, educating nearly 40,000 students annually within 11 colleges on eight campuses, including a thriving eCampus. The University offers more than 250 undergraduate, 188 masters, and 58 doctoral programs, and was ranked as the 18th fastest growing college in the nation between 2003 and 2013.

As a pioneer in forming academic relationships with international institutions, Ohio University offers its students an education that emphasizes producing citizen-scholars prepared to enter an interconnected, global community. This vision is also tied to a strong tradition of engaging students in research, creative activity, and professional projects, starting with undergraduates. On an annual basis, OHIO students win 40 to 50 of the country's most competitive and prestigious national academic awards, paving the way for the University to be recognized as a top producer of 2014-15 Fulbright U.S. Students. Ohio's governor named the University a "center for excellence" in Energy and the Environment (2009), Cultural and Societal Transformation (2010), and Health and Wellness (2010), and three online graduate programs were recently named among the best in the nation.

The National Survey of Student Engagement (NSSE) reveals that OHIO students report more student-faculty interaction than their peers, and that seniors perceive their educational experience as significantly more engaging (in fall of 2015, the student-to-faculty ratio was 18:1). In addition, the NSSE recently identified OHIO as one of eight schools to be nationally profiled for registering significant gains with academic challenge, active/collaborative learning, student-faculty interaction, enriching educational experiences, and a supportive campus environment.

OHIO's record of academic excellence and innovation has inspired the establishment of several named professorships and the endowment of four colleges by alumni or foundations. These include the Heritage College of Osteopathic Medicine (2011), the Patton College of Education and Human Services (2010), the Russ College of Engineering and Technology (1994), and the Scripps College of Communication (2006). The gifts received by Heritage, Patton, and Russ are among the largest ever given for the purposes of endowing a college within a public university to support the disciplines of medicine, education, and engineering, respectively.

In August of 2015, Ohio University was named one of 14 Promising Places to Work in Student Affairs by the American College Personnel Association (ACPA) and Diverse: Issues in Higher Education magazine. OHIO is a member of National Collegiate Athletics Association (NCAA) Division I (FBS), competing as a charter member in the Mid-American
Conference. The Marching 110 (the University’s celebrated marching band) has performed around the world and was ranked the #1 college band in the country by CollegeSports-fans.com in 2007 and again in 2014.

As the University and its vision evolve, mixed-use campuses and smart growth techniques continue to drive cutting-edge campus planning. Through its role as education and workforce training provider, employer, research institution, and regional steward for community and economic development, Ohio University also continues to grow its reputation as a leader of innovation in its community, the region, and the state.

Ohio University’s main campus is located in Athens, Ohio, a quintessential college town that features a lively uptown thoroughfare, brick streets, a growing international community, and celebrated Georgian architecture. The Princeton Review acknowledges the Athens campus as one of the most attractive in the nation. The University has also taken top honors in recent years for its campus-wide efforts in the regional and national RecycleMania competition and in 2015, the Sierra Club added OHIO to its list of greenest American universities.

Ohio University’s operating budget for fiscal year 2016 totals $716.3M and includes the Athens Campus, seven Regional Campuses, and Auxiliary operations. Within the FY16 Budgeted Operating Revenue, net Tuition and Fees accounts for 43%; State Appropriations for 23%; Room and Board for 12%; Grants for 8%; and Private Support/External Sales provide the remaining 14%.

Current tuition and fees are $10,536 for full-time, in-state undergraduate students and $19,500 for out-of-state undergraduates per year. Financial assistance to students is available through federal student aid programs and a number of scholarship, loan, and work-study programs. Other sources of support that the University receives include private gifts and contributions and grants. Approximately 84% of the University’s students receive financial aid.

During fiscal year 2014, students received total assistance amounting to approximately $429 million. Primary sources of aid included the Federal Stafford Student Loans, Federal Pell Grant Program, Federal Perkins Loans, Federal Work Study, Federal Supplemental Educational Opportunity Grant, Ohio College Opportunity Grant, and University grants, scholarships, loans, employment, and fee waivers.

Starting in in the fall of 2015, Ohio University’s groundbreaking OHIO Guarantee set a new standard among Ohio’s public institutions of higher education. The cohort-based fee model assures students and their families a set of comprehensive rates for the pursuit of an undergraduate degree. This means that tuition, housing, dining, and fee rates established at enrollment remain unchanged for 12 consecutive semesters.
Ohio University’s goal is to be the best transformative learning community in America. It is an ambitious and exciting goal, but one that will require a substantial investment of time and resources. Ohio University just completed the Promise Lives Capital Campaign, which raised a total of $500 million. The Division of Student Affairs was excited to be a part of such a successful campaign with total contributions over more than $3 million. These funds will help to reinforce the Division’s mission and goals by providing increased support for student programs and scholarships.

**Current priorities include:**
- The OHIO Parents and Family Endowment, which supports a crisis fund for our students and is administered through the Dean of Students’ Office;
- The Collegiate Recovery Community, which provides support and resources to students in recovery and to students seeking recovery from an addictive disorder, and promotes sober social programming on campus. The Friends of Recovery Scholarship Fund will help to make a college education possible for many who otherwise would likely not look at college as an option; and
- The Margaret Boyd Scholars Program and the continued development and celebration of undergraduate female student leaders.
Ohio University is a member of the State of Ohio’s Board of Regents, a nine-member advisory board to the Chancellor with two ex-officio representatives from the state legislature. The Regents have a direct, non-governing relationship with all of Ohio’s colleges and universities and develop an independent annual report on the Condition of Higher Education in Ohio while advising the Chancellor on issues of statewide importance affecting higher education.

The governing board for Ohio University is the Board of Trustees, which consists of nine trustees, two student trustees, two national trustees, and an alumni representative. The standing committees include Resources, Academics, Audit, Governance, and Joint. The Vice President for Student Affairs makes regular presentations at the Academics and Resources committees, as well as the Joint Committee as appropriate.
At Ohio University, a commitment to being a student-centered community of learning means not only making decisions with OHIO students’ interests at heart, but it also means students are a valuable part of the actual decision-making process. Students are engaged in assignments ranging from helping to run the Aquatics Center to working with Event Services to ensure a performance runs smoothly. In short, students are an integral part of both the vision and implementation processes when it comes to the Division of Student Affairs building a supportive, safe, and transformative experience for OHIO’s diverse community.

There is no typical Ohio University student, and the University supports a vigorous access mission and recruitment strategy that welcomes promising students onto a path where they can grow and even excel. Of the total undergraduate student population of 23,513 in Athens (which includes full and part-time), 86% are residents of the state of Ohio. About 25% of the incoming class are first-generation college students. The 2015 first-year class had a mean ACT of 24.1, which is higher than national and state averages, and 16% ranked in the top 10% of their high school class. The first-year retention rate for the Athens campus is 80%, and 67% of undergraduates enrolled within 6 years (the 3rd highest public graduation rate in the state of Ohio). Majors with the largest number of undergraduate students enrolled include Journalism, Biological Sciences, Psychology, Media Arts and Studies, and Secondary Education.

Student life on the Athens campus is characterized by a supportive, residential campus climate with access to essential and enhanced services. Students are encouraged to become their best selves, and student leadership and development opportunities aim to educate the whole person. With more than 400 registered organizations and activities—including honor societies, government associations, academic internships, more than 30 sorority and fraternity groups, conference-leading athletic teams, intramural sports, and community service projects—students have many opportunities for extra- and co-curricular involvement. Ohio University has consistently led the Mid-American Conference in overall student attendance in football, men’s basketball, and volleyball. In addition, students also have access to a lively performing arts scene and exceptional recreational facilities, such as a nine-hole golf course and the Charles J. Ping Recreation Center.

A sample of the diverse programs and services available to Ohio University students include:

- Student services, including a Career and Leadership Development Center, international student and faculty services, wellness resources, Campus Care (student health), Counseling and Psychological Services, health promotion programs, and Campus Recreation;
- Academic assistance through the Allen Student Advising Center, the Student Writing Centers, Academic Advancement Center, and university libraries;
- Leadership programs, including the Amanda J. Cunningham Leadership Center, Robe Leadership Institute, Select Leadership Program, and the Junior Executive Business Program;
- Services for students with disabilities through the Office of Student Accessibility Services and the Shostak Adaptive Equipment Room;
- Bobcat Student Orientation (extensive programming for first-year, re-locate, and transfer students);
- International experiences offered through the Office of Global Opportunities, Global Leadership Center, Ohio-Leipzig European Center, International Week, the World Music Festival, and the Global Consulting Program;
- Diversity programming offered through the Office of Diversity and Inclusion, the LGBT Center, Women’s Center, and United Campus Ministries; and
- Veteran services and military and leadership training offered through the Brigadier General James M. Abraham - Colonel Arlene F. Greenfield Veterans and Military Student Services Center and the Army and Air Force ROTC.

More information about the University and its student body can be found at http://www.ohio.edu/focus/.
Student life has been a vibrant part of Ohio University culture since 1913 with the first appointment of a Dean of Women. A Dean of Men followed in 1928, and eventually both positions were combined into the Director of Organizations and Activities in 1962. In 1969, Dr. Richard Dorf was named the Vice President of Educational Services to oversee an integrated approach to expanding student services. He is considered the first person to have the role and responsibilities of the leadership role now known as the Vice President for Student Affairs.

The Division of Student Affairs has evolved over time to respond to changing student needs. In 2009, the Division was restructured to merge departments and streamline administrative structures in order to promote excellence and efficiency. This included adding Housing to the Division in order to formally join Residence Life under Student Affairs, as well as adding Campus Recreation to the Division’s portfolio in 2010.
Mission of the Division of Student Affairs

The Division of Student Affairs’ ongoing mission is to prepare students to be responsible and contributing members of a diverse, global society by providing learning-centered environments, meaningful out-of-class opportunities, and professional support services that help students learn through their experience and achieve academic success.

The Division’s three fundamentals are directly inspired by two of the University’s fundamentals, exemplary student support services and integrated co-curricular activities, with the ultimate goal of student success. The fundamentals were further developed into strategic priorities in the summer of 2015.

Division Fundamentals
1. Support: Services, activities, and environments designed to maximize student growth and personal development
2. Engagement: Opportunities designed to foster connection and immersion with the campus and community
3. Learning: Formal and informal out-of-class activities designed to promote student learning

Supporting Strategic Priorities
1. Assessment
2. Collaboration
3. Healthy campus climate
4. Innovation
5. Professional development
6. Promote diversity
7. Resource stewardship

The Division of Student Affairs comprises nine units:
- Office of the Vice President for Student Affairs
- Office of the Dean of Students
- Baker University Center and Event Services
- Campus Involvement Center
- Campus Recreation
- Career and Leadership Development Center
- Community Standards and Student Responsibility
- Counseling and Psychological Services
- Housing and Residence Life
The Division of Student Affairs facilitates the holistic growth and development of students. Partnerships with academic affairs are critical to advance this goal. For example, the Career and Leadership Center works extensively with academic colleges and supports four split positions. Additionally, staff from other Division units collaborate with University College on retention initiatives, Bobcat Student Orientation, Learning Communities for first-year students, and the annual Majors Fair. Production support for College of Fine Arts events is provided by Event Services staff, and students in the College of Health Sciences & Professions utilize campus recreation facilities for several of their programs. In addition, several of the staff members in these facilities also serve as course instructors. The Patton College of Education benefits from the expertise of staff serving as instructors in several academic programs while offering Student Affairs staff the opportunity to enroll in a nationally respected graduate program in College Student Personnel.

The Division also works closely with many administrative units on campus, building strong partnerships with Legal Affairs, Equity and Civil Rights Compliance and the Office of the Title IX Coordinator, Safety and Risk Management, the Women’s Center, and the Ohio University Police Department on issues affecting the safety and security of OHIO students. An important partnership with University Communication and Marketing ensures that timely and adequate crisis communication reaches students and parents. The Division works closely with intercollegiate athletics on a variety of student-centered projects and game day promotions as well, involving Student Senate and Ozone membership. The Ozone (in its 10th year as the premier student cheering section of the MAC) is the largest student organization on campus.

Advancing social justice and a commitment to creating diverse and inclusive spaces are hallmarks of the Division of Student Affairs. The Division works with partners within the unit of Diversity and Inclusion to provide leadership within the institution that will foster a culture of inclusion for students and develop opportunities for constructive dialogue and discourse regarding underserved and underrepresented populations. These partnerships have made major strides in the last few years alone, such as implementing a preferred name and pronoun policy, creating gender neutral housing on campus, and leading campus-wide conversations on sexual misconduct, race, religion, and other difficult dialogues.

Partnerships with the Offices of the President, the Executive Vice President and Provost, General Counsel, and the Vice President for Finance and Administration are critical to ensuring that all students have outstanding academic opportunities, abundant enrichment activities, and well-maintained facilities for living and learning.
Ohio University has seen unprecedented innovation and growth in the last decade, working with public and private sector partners to position itself as a state and national leader in the mixed-use campus model, one that attracts and recruits high quality students, preeminent faculty, and expert staff while building bridges between industry, government, and academia.

The Association of Public and Land-Grant Universities recently designated OHIO as one of 18 institutions in the U.S. to be named an Innovation and Economic Prosperity University in recognition of its strong commitment to economic engagement. However, compelling external forces have been identified that have—and will have—a profound influence on OHIO’s business model and evolving Innovation Strategy in the coming years. These forces include but are not limited to the following:

• The growing competition for market share and the decline in funding necessary to sustain quality educational programs and services;

• The “democratization of knowledge” that is opening up new channels and delivery platforms and requiring OHIO to re-think its traditional market niches;

• The influence of disruptive technologies that are impacting course content delivery and creating new opportunities for OHIO to expand its geographical imprint;

• The shrinking of national borders that is increasing international competition and promoting broader access to new students and academic talent; and

• The emerging “industrial revolution” requiring OHIO to seek new ways to differentiate its teaching and learning opportunities and access to alternative forms of funding and research partnerships in the name of innovation and economic growth.

Ohio University’s Innovation Strategy broadly defines innovation as internal and external modes and areas in which the University applies creative thinking to achieve improved outcomes and effective programmatic solutions. At its highest level, OHIO’s institutional innovation involves planning and operations for the University to make balanced decisions; use resources more effectively; employ smart growth strategies; and enhance its strategic advantages to better compete for talent and resources. Major University opportunities often double as major challenges as well. A complex issue like affordability, for example, intertwines with the need and demand for high quality staffing in all areas of the University community.

The VPSA will play an important role with the President and the senior leaders at OHIO as they continue to apply their innovative approach to the future. The Vice President will have an opportunity to lead, shape, and implement the next phases of a multi-phase, momentous plan to change the landscape of the living and learning environment for OHIO. A three-phase housing master plan involving an estimated $281 million in investments will revitalize 61% of the beds on the Athens campus. Phase 1 included four new residence halls and a Living Learning Center, a $110 million dollar project completed in August.

CAMPUSES
The following opportunities will be some of those that the VPSA will face:

- Developing a comprehensive student services plan for students enrolled at the regional campuses and through eCampus;
- Increasing division focus on strategic assessment and communication of the value of Student Affairs’ services and programs in meeting University objectives;
- Overseeing repair and replacement of aging facilities;
- Continuing to implement the responsibility-centered budget model and its implications on the student general fee, which supports The Division of Student Affairs;
- Serving as the final appellate officer for student conduct cases, including those involving sexual misconduct;
- Growing mental health demands on a campus within a small town that has a lack of external referral sources;
- Integrating wellness and a healthy campus climate throughout all layers of the University community;
- Strategic planning for enrollment changes;
- Attracting diverse candidates in a region where diversification can be challenging;
- Spearheading effective recruitment and retention strategies amidst growing competition in the field of student affairs;
- Building healthy and successful collaboration and partnerships between student affairs units and academic units; and
- Continuing to assess and support the University’s definition of and commitment to innovation.