

OFFICE OF STUDENT ACADEMIC SUCCESS STRATEGIC PLAN 2021

Mission: The Office of Student Academic Success provides exceptional experiences, tools and inclusive opportunities for students to succeed academically throughout their entire Ohio State journey.

Vision: The Office of Student Academic Success will be a national leader in cultivating student success, improving access, retention and graduation rates for all students, and preparing a diverse student body to maximize their potential and create a better future.

Trust and Integrity

Inclusive Excellence

Transparency

Collaboration

Focus Area

Sub-Goals and Initiatives

I. AFFORDABILITY AND STUDENT DEBT

Improving affordability and reducing student debt

1. **Improve affordability related to tuition, fees and registration**
 - a. Reduce total cost of education by mitigating barriers to an on-time graduation
 - b. Improve tuition transparency for incoming and current students
 - c. Review institutional changes/policies related to registration and enrollment with the view to abate negative financial impact on students
 - d. Improve transparency and student awareness of scholarship opportunities
 - e. Champion initiatives for increasing need-based scholarships
2. **Improve affordability related to cost of living while attending Ohio State**
 - a. Partner with units university-wide to improve affordability and cost transparency
 - b. Support efforts university-wide to reduce textbook costs for students

II. DIVERSE REPRESENTATION

Increasing diversity in the student body

1. **Increase enrollment of new undergraduate (NFYS and transfer) URM, first generation and low-income students at the Columbus campus**
 - a. Strengthen partnerships among admissions, colleges and academic programs
 - b. Create awareness in the recruitment and admissions process of the value of the full-range of traits that can contribute to a student being successful at Ohio State
 - c. Increase visibility of Ohio State to target populations through enhanced communication
 - d. Eliminate/reduce barriers for prospective URM, first generation and low-income students in the admissions and enrollment processes
2. **Advocate for representation of URM, first generation and low-income students across programs and services university-wide**
 - a. Supplement/increase cultural competence of personnel who interact with students
 - b. Foster collaboration to increase URM representation in OSAS programs
 - c. Engage with university partners to identify opportunities to increase diverse student representation in programs across the university
 - d. Engage with university partners to understand and address issues/processes that could negatively impact students from target populations
 - e. Increase awareness of university-wide opportunities for students from target populations

III. RETENTION AND GRADUATION

Enhancing retention and graduation of students, with emphasis on undergraduate students

1. **Nurture a collaborative culture focused on student success throughout a student's entire academic journey**
 - a. Engage with partners university-wide to champion opportunities that will eliminate barriers and maximize a student's full potential
 - b. Improve the tracking and accessibility of data to guide and support students academically
 - c. Champion increased support for services and initiatives that address college preparedness
2. **Support student-centered advising that is in alignment with reaccreditation standards**
 - a. Coordinate a data-driven approach that uses intentional intervention milestones to enhance academic advising
 - b. Increase and facilitate access to advising tools and resources for the university community
3. **Expand transition support for campus-change and transfer students**
 - a. Provide students with easy access to information and resources that will aid in their transition to the Columbus campus
 - b. Implement programs (e.g., learning communities, peer mentor groups) specifically tailored for campus-change students and transfer students to support successful academic and social transitions
 - c. Review business processes with the view to improving their effectiveness in the campus-change and transfer processes
4. **Promote and scale Ohio State's work with national initiatives aimed at increasing student retention and graduation**
 - a. Increase awareness of Ohio State's engagement in national student success initiatives
 - b. Work with university partners to review and recommend projects for scale

IV. STUDENT EXPERIENCE

Improving the student experience

1. **Collaborate with units university-wide to create more transparency and inclusivity in the student experience**
 - a. Communicate clear academic pathways for students
 - b. Guide and enhance programming to be inclusive and student-centric
2. **Champion, in collaboration with university partners, the development of a comprehensive schema of available paths to student success**
 - a. Leverage university initiatives to support paths to academic success (e.g., GE, Digital Flagship, Enterprise Project)
 - b. Provide curricular support to academic units and instructors on OSAS coordinated high-impact practices (e.g. service learning, undergrad research)
3. **Facilitate and enhance student academic experiences through personalized engagement**
 - a. Enhance methods of communication to increase student awareness of available options/pathways
 - b. Develop targeted programming for specific student populations and programs that could be scaled up for all populations
 - c. Encourage and facilitate student connections with faculty/staff who have shared interests and backgrounds
 - d. Facilitate easy access to information and resources

V. TALENT AND CULTURE

Strengthening OSAS Talent and Culture

1. **Solidify OSAS as an organization based in trust, integrity, collaboration, transparency, and inclusivity**
 - a. Promote a culture that develops, supports, and honors OSAS staff
 - b. Strengthen transparent communication
 - c. Promote collaboration
 - d. Support staff teams and champion committed leaders
 - e. Create an inclusive work environment that recognizes and reinforces University values, behaviors, and practices
2. **Foster organizational strength and promote OSAS values**
 - a. Promote a solution-based mindset to create an effective work environment
 - b. Encourage the development of processes that optimize the health of staff and the organization

First do what's right for the student, then make it work for Ohio State