



**THE OHIO STATE UNIVERSITY**  
OFFICE OF STUDENT LIFE



# STRATEGIC PLAN



2012 - 2017



# Strategic Planning at The Ohio State University

## Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

### VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

### MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

### VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

### CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

**Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

**Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

**Outreach and Engagement:** to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

**Resource Stewardship:** to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.



# CONTENTS

<b>LETTER FROM THE VICE PRESIDENT</b>	<b>1</b>
<b>STUDENT LIFE OVERVIEW</b>	<b>2</b>
<b>STRATEGIC SCAN</b>	<b>4</b>
<b>THE EXTERNAL ENVIRONMENT</b>	<b>5</b>
Student Loan Debt	5
Campus Safety	5
Student Health and Wellness	6
Access to College Education	6
<b>THE INTERNAL ENVIRONMENT</b>	<b>7</b>
Changing and Growing Enrollment	7
Talent Acquisition and Retention	7
Evolving Business Model	7
Redefining the Student Experience	7
<b>SUCCEEDING IN OUR STRATEGIC FOCUS AREAS</b>	<b>8</b>
<b>TEACHING AND LEARNING</b>	<b>9</b>
Strategic Focus Area 1: Enhance the Second-Year Experience	9
Strategic Focus Area 2: Implement Buckeye Careers	10
Strategic Focus Area 3: Provide Innovative Programs that Promote Sustained Healthy Behaviors	11
Strategic Focus Area 4: Increase Opportunities for Students to be Citizens in a Global Society	12

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<b>OUTREACH AND ENGAGEMENT</b> //	<b>13</b>
Strategic Focus Area 5: Enhance Leadership, Service, and Community Engagement Opportunities //	13
Strategic Focus Area 6: Expand Support for Students Living in the University District Community //	14
<b>RESOURCE STEWARDSHIP</b> //	<b>15</b>
Strategic Focus Area 7: Act as a Leader for Sustainability for the State of Ohio //	15
Strategic Focus Area 8: Strategically Generate Funds to Achieve Student Life Vision //	16
Strategic Focus Area 9: Attract and Retain a Talented Workforce //	17
Strategic Focus Area 10: Increase Administrative Efficiencies and Streamline Processes //	18
<b>RESEARCH AND INNOVATION</b> //	<b>19</b>
Strategic Focus Area 11: Enhance Student Life’s Influence in the Field of Student Affairs //	19
<b>TRACKING OUR PERFORMANCE</b> //	<b>20</b>
<b>REFERENCES</b> //	<b>24</b>

Learning occurs in every corner and space throughout the university, all day and every day. The Office of Student Life is central to this process, offering students comprehensive, co-curricular programs and services to support them as they transition into and through the university and prepare for their chosen professions and to live in a global society.

The more than 30 departments that make up the Office of Student Life are focused on direct support of student success, both inside the classroom and in the world beyond. We are committed to creating the extraordinary student experience at The Ohio State University, and we have a positive impact on the lives of students on all of our campuses.

As every student is unique, the services, programs, and support structures of the Office of Student Life are broad, deep, and designed to be responsive to the evolving needs of Ohio State students. Our strategies, programs, and interventions are based on research and backed by data, so our 2,000 staff members and 5,000 student employees are able to respond to the needs of today, as well as prepare for the future.

As the source of many out-of-the-classroom experiences, the Office of Student Life plays a unique role in the “One University” structure as the liaison to and advocate for students, creator of many development opportunities, and provider of support services on all five campuses. An FY 2014 budget of \$223 million yields \$7.9 million in overhead to directly support the academic mission of Ohio State.

## STRATEGIC FOCUS AREAS

As part of the annual and long-term planning processes, Student Life departments align unit-level goals and initiatives with a common set of commitments to student success, which in turn underscore our values. Our strategic objectives are core to the vision of the university, as they are centered on student success and services for all Ohio State students:

- 1 Enhance the second-year experience
- 2 Implement Buckeye Careers
- 3 Provide innovative programs that promote sustained healthy behaviors
- 4 Increase opportunities for students to be citizens in a global society
- 5 Enhance leadership, service, and community engagement opportunities
- 6 Expand support for students living in the University District Community
- 7 Act as a leader for sustainability in the state of Ohio
- 8 Strategically generate funds to achieve Student Life Vision
- 9 Attract and retain a talented workforce
- 10 Increase administrative efficiencies and streamline processes
- 11 Enhance Student Life’s influence in the field of student affairs

*The Office of Student Life is dedicated to the implementation of these strategic goals as part of an overall strategy of driving growth and progress for The Ohio State University. The many initiatives undertaken by this office and its departments will lead to greater opportunities for student success, and place us firmly at the cutting edge of the path leading Ohio State from excellence to eminence.*



Sincerely,

Javaune Adams-Gaston, Vice President



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# STUDENT LIFE **OVERVIEW**

## BASIC INFORMATION

The Office of Student Life consists of more than 30 offices that are dedicated to helping students achieve success. Student Life programs and services foster student learning and development, enhance the educational experience, and prepare students for their chosen professions and to be contributing members of a diverse global society. The Office of Student Life is committed to eliminating barriers to student success; helping students develop their skills in leadership, teamwork, decision-making, communications, and problem-solving; creating a climate of support and appreciation for all; and collaborating with academic units to integrate classroom and co-curricular activities to provide a meaningful and cohesive total learning experience. We also provide opportunities for students to interact with faculty, staff, and other students, allowing them to tap into the university's far-reaching network of diverse resources and perspectives in ways that will enrich and transform their lives. In all of our efforts to serve students, The Office of Student Life also strives to be leaders in collaboration both on our campuses and with outside partners, and to contribute significantly to the field of student affairs.

Our efforts are comprehensive and touch the lives and development of students in nearly every aspect of their Ohio State experience. We provide everything from the fundamentals of food and shelter to personal health, wellness, and growth to support for academic and professional development.

As a result of our efforts, Ohio State students on all of our campuses have enhanced opportunities to be successful both at the university and in their lives after graduation. The extraordinary student experience we have created will leave our students with memories that will last a lifetime, and create an alumni base more likely to be engaged with the university in meaningful and mutually beneficial ways.

STUDENT LIFE STRATEGIC FOCUS AREAS	UNIVERSITY GOALS			
	TEACHING & LEARNING	OUTREACH & ENGAGEMENT	RESOURCE STEWARDSHIP	RESEARCH & INNOVATION
ENHANCE THE SECOND-YEAR EXPERIENCE	■	■		■
IMPLEMENT BUCKEYE CAREERS	■	■	■	
PROVIDE INNOVATIVE PROGRAMS THAT PROMOTE SUSTAINED HEALTHY BEHAVIORS	■	■		■
INCREASED OPPORTUNITIES FOR STUDENTS TO BE CITIZENS IN A GLOBAL SOCIETY	■	■		
ENHANCE LEADERSHIP, SERVICE, AND COMMUNITY ENGAGEMENT OPPORTUNITIES	■	■		
EXPAND SUPPORT FOR STUDENTS LIVING IN THE UNIVERSITY DISTRICT COMMUNITY	■	■		
ACT AS A LEADER FOR SUSTAINABILITY FOR THE STATE OF OHIO	■		■	
STRATEGICALLY GENERATE FUNDS TO ACHIEVE STUDENT LIFE VISION		■	■	■
ATTRACT AND RETAIN A TALENTED WORKFORCE	■	■		
INCREASE ADMINISTRATIVE EFFECTIVENESS AND STREAMLINE PROCESSES			■	■
ENHANCE STUDENT LIFE'S INFLUENCE IN THE FIELD OF STUDENT AFFAIRS	■	■		■

### STRATEGIC VISION OF STUDENT LIFE

Creating the extraordinary student experience at The Ohio State University.

### STRATEGIC MISSION OF STUDENT LIFE

The Office of Student Life fosters student learning and development, enhances the educational experience, and prepares students for their chosen professions and to be contributing members of a diverse society.

### STUDENT LIFE DEPARTMENTS

Buckeye Careers • Buckeye Leadership Fellows • BuckID • Budget and Planning • Building and Mechanical Services • Career Connection • Center for the Study of Student Life • Counseling and Consultation Service • Development • Dining Services • Disability Services • Energy Management and Sustainability • Environmental Services • Facility Services • Fiscal Service Center • Housing Administration • Human Resources • Marketing • Multicultural Center • Neighborhood Services and Collaboration • Off-Campus and Commuter Student Engagement • Ohio Union • Parent, Family and Alumni Relations • Planning and Design • Recreational Sports • Residence Life • Risk and Emergency Management • Social Change • Special Events • Strategic Communications • Student Activities • Student Advocacy Center • Student Conduct • Student Health Insurance • Student Health Services • Student Life Graduate Assistantship Program • Student Life Orientation • Student Wellness Center • Technology Services



# STRATEGIC SCAN

Student Life has identified several challenges that students (and therefore the university) face, as well as opportunities for providing programmatic support and research around best practices to help alleviate some of the issues.



# THE EXTERNAL ENVIRONMENT



## STUDENT LOAN DEBT

According to the Consumer Financial Protection Bureau, student loan debt has topped \$1 trillion (Chopra, 2012) and presents a major challenge to the sustainability of higher education. Colleges and universities are experiencing major economic effects from the student loan debt issue because financial aid is decreasing as defaults are increasing. Students are leaving colleges at higher rates than before because of financial issues (Cronce & Corbin, 2010).

Higher education institutions are positioned to face this crisis proactively. A new movement, called the financial literacy movement, could be instrumental in alleviating the effects of the student loan debt crisis (Hayes, 2012). One goal of financial literacy is to educate students about the implications of student loan debt, before they accrue debt. Another goal is to teach students good financial habits that may help them beyond college. A recent state-wide, multi-institution study found that student loan debt affects other areas of a student's life, such as academics, mental health, and stress levels (CSSL, 2011). Departments in Student Life provide programming about student loan debt from a holistic paradigm that acknowledges the debt crisis as much more than just a dollar amount.

## CAMPUS SAFETY

Safety on campus is another major issue. Some studies have found that rates of violence and murder are lower on college campuses by a significant amount when compared to surrounding areas (Cornell, 2010). Reports of sexual violence cases are increasing on college campuses throughout the country (Lombardi, 2012; Simon, 2011). As such, opportunities exist to further research the relationship between the college campuses and the surrounding areas, examining the lines between campus and community and engaging stakeholders in both spaces in order to increase safety in and around campuses.





## STUDENT HEALTH AND WELLNESS

The promotion of healthy holistic lifestyle behaviors is both a priority and challenge for many universities and colleges (LaFountaine, Neisen, & Parsons, 2006). These behaviors encompass physical, spiritual, social, and emotional health, and are supported by a variety of services on college campuses. However, a recent survey of college counseling center directors reported that 92% of the respondents stated that the number of students seeking help at their centers has increased in recent years (Gallagher, 2012).

In addition, risky behaviors centering on alcohol and drug use on campus are rising throughout the U.S., and with them, costs and potential legal ramifications. Many studies discuss prevention strategies to curb alcohol use (e.g., LaBrie, Kenney, Migurli, & Lac, 2011). Further research could be conducted to determine effective practices for a constantly changing college student population.

As health care costs increase, student health insurance has become a major issue. Students expect

many services from their health insurance plan; some studies suggest that higher education must adapt to student expectations and health care costs (Liang, 2010).

## ACCESS TO COLLEGE EDUCATION

Access to higher education remains a challenging issue. Recruitment efforts, financial aid, and student retention are topics that have been studied. As new student populations emerge, such as veteran students and undocumented students (especially in light of the DREAM Act), higher education must grapple with how to reach and serve these populations (Chan, 2010; Grasgreen, 2011; Perez, 2010). Furthermore, international student enrollment increased nationally by 6% in the 2011-2012 academic year, which presents a possibility to reach more students through services (Institute of International Education, 2012). Opportunities for assisting these populations lie in the ability and agility of higher education to explore access for these students in order to provide access to education - both inside and outside of the classroom - that can offer opportunities for transformational learning.

*“ ...international student enrollment increased nationally by 6% in the 2011-2012 academic year,.. ”*

# THE INTERNAL ENVIRONMENT



## CHANGING AND GROWING ENROLLMENT

The university's projected enrollment plan calls for an overall increase of students, with focus on the international student population. As the number of students grows, so too will the overall base of need for support, services, and programming. The Office of Student Life must monitor increased demand across all units, use data to anticipate areas that may require additional resources, and plan for how to meet this demand. Growth in enrollment among international students will require our units to expand customized offerings to this population, which can be further segmented by culture, language, and comfort level with living abroad. Growth over the past several years provides some preparatory intelligence, but as specific university issues and initiatives develop, special consideration must be given to the needs of international students.

## TALENT ACQUISITION AND RETENTION

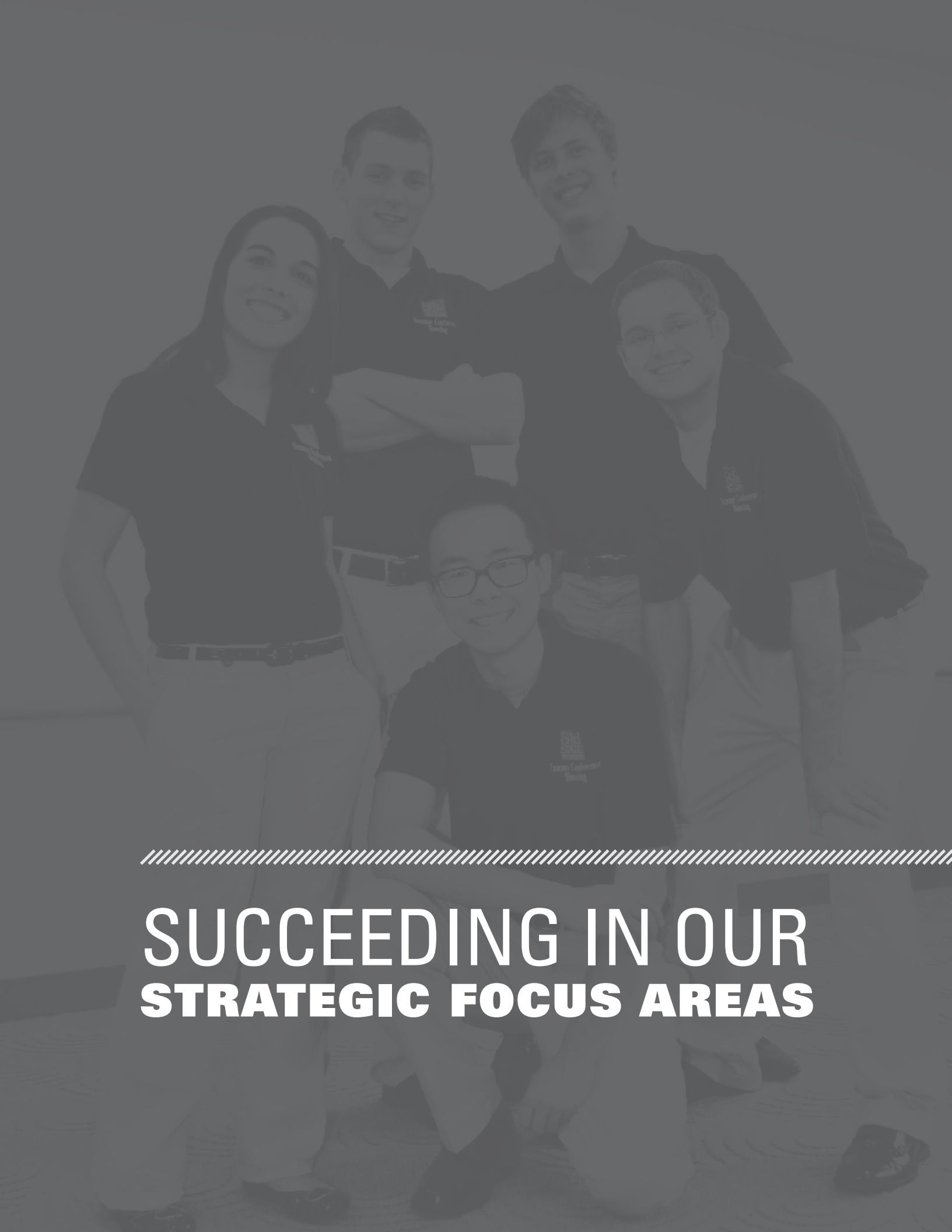
To reach our goals, we must acquire and retain increasingly higher levels of talent among our staff members, as is true throughout the university. Without new and significant funding sources, the Office of Student Life must create new strategies to successfully compete for qualified employees. As all areas of the university experience this challenge, internal competition for talented staff members will exist. The Office of Student Life intends to work with internal stakeholders and partners to create systems and procedures that ensure equity across similar jobs while promoting a collaborative approach to the advancement of high-performing employees.

## EVOLVING BUSINESS MODEL

The university has successfully initiated several new revenue-generating business models with a clear path for identifying new areas for innovation. The way forward is exciting and inspiring, and as a primary liaison to students, the Office of Student Life has the opportunity to engage students in new and significant ways. Not only can we meaningfully engage students through thoughtful dialogue, but new revenues can be used for emerging services and programs that students want and need. For instance, expanded internships and financial literacy offerings are made possible through the Huntington partnership. The Office of Student Life looks forward to future opportunities and to being part of the idea-generating process.

## REDEFINING THE STUDENT EXPERIENCE

As the university continues to redefine the student experience, the value of an Ohio State education will continue to increase. It is imperative that we work across units to erase barriers to student-faculty interaction and to feature a comprehensive student experience, from recruitment to commencement, that is a seamless integration of community, access to academic resources, and co-curricular pursuits. Collaboration will be key, and the "One University" model already guides our efforts.



**SUCCEEDING IN OUR  
STRATEGIC FOCUS AREAS**

# TEACHING AND LEARNING

## STRATEGIC FOCUS AREA 1: Enhance the Second-Year Experience

As part of Ohio State's ongoing commitment to redefining the student experience, the university is creating a Second-year Transformational Experience Program (STEP) designed to lead to higher graduation and retention rates, improved student engagement and satisfaction, and additional post-graduation success.

Central to the program is increased faculty engagement and mentorship. In addition to participating in developmental co-curricular programs, students will explore experiential educational opportunities with the guidance of their faculty members. Funding will be available for opportunities such as internships, study abroad, service learning, undergraduate research, leadership, and artistic and creative endeavors.

Research has shown that on-campus students are more likely to participate in campus events, activities, and organizations. Just over 55% of students who live on campus reported participating in campus events and activities "often, very often, or always," as compared with 34.7% of off-campus students (Student Life Survey, 2011). A large majority (71.8%) of on-campus students also reported involvement in a student organization, as compared with 54.2% of off-campus students. Funding for all STEP initiatives will be allocated from the Office of Student Life and the Office of Academic Affairs. The proposed \$371 million in new construction will be funded through a variety of sources: external bonds, an internal loan, and university reserve funds. Housing, dining, and recreational sport fees will pay for the debt service.

### IMPLEMENTATION INITIATIVES

- Pilot the Second-year Transformational Experience Program (STEP) with 1,000 students beginning Autumn 2013.
- Design the infrastructure, including recreation, dining, community spaces, and 3,200 (net) new beds (2012-2015).
- Build the infrastructure, including new beds and recreation, dining, and community spaces by Autumn 2016.
- Implement the requirement for all second-year students to live on campus by Autumn 2016.
- Implement STEP for all second-year students by Autumn 2016 (2016-2017).

### STRATEGIC FOCUS AREA 1 METRIC

	BASELINE SUMMER 2013	TARGET FALL 2017
NUMBER OF STEP PARTICIPANTS	1,000	7,000
STEP RETENTION VS. NON-STEP RETENTION	95.6% (NON-STEP)	98% (STEP)
HOUSING CAPACITY	10,000	14,000
STUDENT SELF-AWARENESS SCALE	26 (35)	30 (35)
STUDENT COMMUNITY SCALE	18 (25)	22 (25)
ENGAGE 75% OF THE NORTH RESIDENTIAL POPULATION IN THE NRDT RECREATION FACILITY	0	75% NORTH CAMPUS POPULATION

## STRATEGIC FOCUS AREA 2: Implement Buckeye Careers

Career development is critically important for the success of the university’s undergraduate, graduate, and professional students. To this end, Ohio State is implementing Buckeye Careers, an initiative that will promote a stronger centralized career services presence while maintaining the strengths of the decentralized model.

An integrated career-development program will improve the coordination of career-related events and connections to employers for jobs, internships, co-ops, career opportunities, and resources. This strategic focus area will create a unified Internet presence for Ohio State career services. In this digital world, students and their potential employers expect easy, interactive accessibility and have the need for high-tech and high-touch services.

The program comprises three components: Buckeye Careers Network, Buckeye Internships, and Buckeye OnPACE. These three initiatives work in collaboration with all university career services to offer a customized approach to resources and services - from selecting a major to starting a career - for undergraduate, graduate, and professional students of any major. Employers are also able to participate in programming and services under the Buckeye Careers program. Funding for all initiatives has been allocated through the Office of Academic Affairs and the Office of Student Life.

### IMPLEMENTATION INITIATIVES

- Roll-out phase I of OnPACE by August 2013; include all student populations, including smaller campuses.
- Rollout phase II of Buckeye Careers Network by 2014; include addition of new modules to the system.
- Start phase III of Buckeye Careers Network by Summer term 2014; include assessment of business requirements to add smaller campuses.
- Create an employer recruiting experience program to include an employer training webinar by 2015.
- Roll out phase II of OnPACE to include modules based on graduate and professional student populations (estimated timeline of 2015-2017).
- Increase the number of internships/experiential learning opportunities for students by 5% year over year through 2017. Based on baseline of 761.



STRATEGIC FOCUS AREA 2 METRIC		
	BASELINE SUMMER 2013	TARGET FALL 2017
NUMBER OF ELIGIBLE USERS WITH ACTIVE PROFILES	10,473	12,730
STUDENT-USER SATISFACTION SCORE	4.1	5.0
EMPLOYER SATISFACTION SCORE	4.9	5.5
NUMBER OF INTERNSHIP/EXPERIENTIAL LEARNING OPPORTUNITIES ON BUCKEYE CAREERS NETWORK	3,577	4,350

# TEACHING AND LEARNING CONTINUED

## STRATEGIC FOCUS AREA 3: Provide Innovative Programs that Promote Sustained Healthy Behaviors

The Ohio State campus is a diverse learning environment where students engage with their surroundings to learn and grow. This strategic focus area will provide undergraduate, graduate, and professional students with evidence-based resources for education and interactions that can help them reach their full potential in all facets of their lives.

Student Life wellness leaders will form working groups of student leaders, faculty, staff, community members, and parents and family members to address the five health issues that most impede the health of Ohio State students, and thus impede academic success. These targeted behaviors are lack of proper nutrition, financial stress, anxiety and depression, alcohol use and abuse, and risky sexual practices. Fewer than 8% of students reported consuming five or more servings of fruits and vegetables per day, and approximately 36% of students reported consuming alcohol six or more times in the last 30 days; around 40% had five or more drinks in a sitting at least once in the two weeks prior to the survey (American College Health Association, 2012). In addition, over 20% of students reported that their academics are affected by anxiety. These issues are in line with the national prevention priorities of healthy eating, reproductive and sexual health, mental and emotional well-being, and preventing excessive alcohol use (National Prevention Council, 2012). Funding for all initiatives has been allocated through the Office of Student Life. Additionally, the Office of Student Life supports a nine-dimension wellness model which recognizes that all of these issues are interconnected and raises the need for holistic wellness approaches.

### IMPLEMENTATION INITIATIVES

- Develop task forces charged with expanding current prevention efforts through innovative engagement strategies to transform the way the campus views healthy behaviors: *The alcohol and other drugs (AOD) task force* • *A financial wellness task force* • *Sexual health task force* • *Nutrition task force* • *Emotional wellness task force*. Task forces will be comprised of members of both the Columbus and smaller campuses.
- Create digital resources and interactive tools that connect students to real-time health and wellness resources by Autumn 2014.
- Continue the pattern of success of Student Health Services by expanding in-network access to its services.
- Increase undergraduate, graduate and professional student financial wellness coaching by 100%.
- Continue to offer and enhance RUOK? Buckeyes suicide prevention screening program for graduate and professional students; explore the strategic expansion of this program to other student populations within the Ohio State suicide prevention effort.
- Continue to offer group fitness classes for students at no additional charge above the Rec Sports membership.

### STRATEGIC FOCUS AREA 3 METRIC

	BASELINE SUMMER 2013	TARGET FALL 2017
STUDENTS IN EVIDENCED-BASED ALCOHOL-PREVENTION STRATEGIES	5,500 STUDENTS	12,500 STUDENTS
NUMBER OF PEER EDUCATORS	10	50
FINANCIAL ONE-ON-ONE APPOINTMENTS	225	1,900
STUDENTS REACHED BY SCARLET AND GRAY FINANCIAL	2,533 STUDENTS	15,000 STUDENTS
NUMBER OF FINANCIAL COACHES	21	65
GRADUATE AND PROFESSIONAL STUDENTS REACHED WITH FINANCIAL EDUCATION	315 STUDENTS	1,750 STUDENTS
FINANCIAL WELLNESS SCORE	TBD	TBD
EXPANDED IN-NETWORK ACCESS	40%	90%
STUDENT PARTICIPATIONS IN GROUP FITNESS	32,283	35,783

**STRATEGIC FOCUS AREA 4: Increase Opportunities for Students to be Citizens in a Global Society**

Currently, two programs housed within the Student Life Multicultural Center foster a sense of global awareness and education: Crossing Identity Boundaries and Open Doors.

Crossing Identity Boundaries: A Journey Towards Intercultural Leadership is a three-credit course carefully structured to explore social group identity, conflict, community, and social justice. Using current social justice theory (e.g., see Adams, Bell, & Griffin, 2007), the course discusses identities such as race, ethnicity, gender, socioeconomic class, religion, and ability. By exploring these topics, students begin to develop the knowledge, attitudes, and skills needed to become socially just global citizens.

Open Doors is a three-part training program with content related to the goals of the Bias Assessment and Response Team (BART). The ultimate goal is to reduce bias on campus. The training program remains open to adapting to new student and campus climate issues as they arise in local, national, and international communities, via its presentation style and content. Funding for all initiatives has been allocated through the Office of Student Life.

**IMPLEMENTATION INITIATIVES**

- Offer 22 co-curricular dialogues throughout the course of the academic year with at least four devoted to meeting the educational and social needs of international students.
- Increase the number of Open Doors two-hour training sessions from 35 to 125 by 2015.
- Add 75 new Open Doors facilitators by 2015, raising the number from 53 to 128.
- Increase the total number of Crossing Identity Boundaries courses offered from 7 (in 2013) to 32 by Autumn 2017.



<b>STRATEGIC FOCUS AREA 4 METRIC</b>		
	BASELINE SUMMER 2013	TARGET FALL 2017
INCREASE TOTAL # OF CROSSING IDENTITY BOUNDARIES COURSES OFFERED	7	32
NUMBER OF OPEN DOORS SESSIONS OFFERED ANNUALLY	35	125
NUMBER OF OPEN DOORS FACILITATORS	53	128
NUMBER OF ANNUAL CO-CURRICULAR DIALOGUES; 4 SPECIFIC TO INTERNATIONAL STUDENTS	14	22



# OUTREACH AND ENGAGEMENT

## **STRATEGIC FOCUS AREA 5: Enhance Leadership, Service, and Community Engagement Opportunities**

Key components of a land-grant institution include commitments to leadership and community service. Student Life honors these commitments through the Keith B. Key Center for Student Leadership and Service, by offering structured programs to advance leadership and service awareness (like scholars programs, the Buckeye Leadership Fellows program, and Buck-I-SERV), and through programs in Residence Life, the Multicultural Center, the Student Wellness Center, Recreational Sports, and Student Activities.

We will develop a comprehensive Columbus and central Ohio engagement plan that exposes students to regional leaders and community assets through the Columbus Welcome event during Welcome Week, encourages participation in a non-profit board immersion program, and promotes engagement in ongoing service experiences. Through active programs and social media, we will expand engagement in the community so students will more strongly consider staying in the region after graduation.

Linking leadership development and service programs together allows undergraduate, graduate, and professional students the chance to learn about the core social issues tied to societal challenges and how to respond as leaders to make a difference in their communities. Funding for all initiatives has been allocated through the Office of Student Life.

### **IMPLEMENTATION INITIATIVES**

- Expand the D-tix program from 43,000 tickets distributed per year to 50,000 tickets per year.
- Expand participation in the Buck-I-SERV program, including the development of May Session service experiences.
- Increase the number of international, domestic, and statewide service experiences from 80 to 138 by 2016.
- Enhance structured leadership development programs and leadership studies curricula.
- Increase the number of students serving the Linden, Weinland, Franklinton, Near East Side, and Hilltop neighborhoods through the Buckeye Civic Engagement Connection from 500 to 1500 by Fall 2017.



<b>STRATEGIC FOCUS AREA 5 METRIC</b>		
	BASELINE SUMMER 2013	TARGET FALL 2017
NUMBER OF INTERNATIONAL, DOMESTIC, AND STATE-WIDE SERVICE EXPERIENCES	80	138
NUMBER OF COMMUNITY SERVICE HOURS SPONSORED BY STUDENT LIFE	159,035	250,000
NUMBER OF D-TIX DISTRIBUTED PER YEAR	43,000	50,000
NUMBER OF STUDENTS PARTICIPATING IN SERVICE IN BUCKEYE CIVIC ENGAGEMENT CONNECTION	500 PARTICIPANTS	1,500 PARTICIPANTS
NUMBER OF COLUMBUS AREA NEIGHBORHOODS SERVED BY BUCKEYE CIVIC ENGAGEMENT CONNECTION	5 NEIGHBORHOODS	7 NEIGHBORHOODS
INCREASE THE NUMBER OF STUDENT ORGANIZATIONS PARTICIPATING IN BOLT (BUCKEYE OUTDOOR LEADERSHIP TRAINING) WITH RECREATIONAL SPORTS	0	55

## STRATEGIC FOCUS AREA 6: Expand Support for Students Living in the University District Community

The University District neighborhoods that surround the Ohio State campus are unique and present a need for distinctive considerations by the university. The University District is a densely populated neighborhood located in a thriving metropolitan area. Student Life’s Community Ambassador Program has been shown to have a positive and statistically significant prediction upon the formation of social ties among neighbors ( $\beta=.116, p<.01$ ), the perception of informal social controls ( $\beta=.135, p<.01$ ), and a stronger sense of community ( $\beta=.070, p<.05$ ) in the University District (McLaughlin, 2011). The Buckeye Block Watch program, coordinated by the Community Ambassadors, has distributed educational materials, and is correlated with helping students who participate in the Block Watch programs implement personal safety practices ( $r=.161, p<.001$ ). The program also fostered an increased sense of safety ( $r=.115, p<.01$ ).

Student Life demonstrates its commitment to working with local landlords by partnering with them to address the safety and security of housing stock and the housing needs of a changing student demographic. Student Life is working to enhance this partnership via the Off-Campus Housing Excellence Program, as well as through initiatives to provide students with safety devices, offering increased FYSS and STEP classes on the topic of off-campus living as well as off-campus safety, and expanding the area monitored by staff on nights and weekends. Student Life is also committed to supporting the community during the transition to the STEP program. These interventions and partnerships will be critical to the success of both off-campus students and the University District community. Funding for all initiatives has been allocated through the Office of Student Life.

### IMPLEMENTATION INITIATIVES

- Expand the Community Ambassador program from serving 20 neighborhood areas to serving 48 neighborhood areas in the University District.
- Increase the number and type of community-building and Buckeye Block Watch programs and materials for residents of the University District from 63 to 180.
- Increase outreach activities to local landlords with the purpose of doubling landlord engagement in outreach activities and programs.
- Implement the Housing Excellence program by the Fall of 2013.



STRATEGIC FOCUS AREA 6 METRIC		
	BASELINE SUMMER 2013	TARGET FALL 2017
NUMBER OF NEIGHBORHOOD AREAS SERVED BY A COMMUNITY AMBASSADOR	20	48
NUMBER OF BUCKEYE BLOCK WATCH PROGRAMS OFFERED, MATERIALS DISTRIBUTED	63	180
NUMBER OF STUDENTS PARTICIPATING IN COMMUNITY EVENTS AND INTERFACING WITH COMMUNITY BUILDING AND BLOCK WATCH ACTIVITIES	5,561	9,200
NUMBER OF LANDLORDS ENGAGED WITH PLANNED OUTREACH ACTIVITIES & PROGRAMS	27	50
NUMBER OF HOME VISITS CONDUCTED IN OFF-CAMPUS PROPERTIES	0	800
NUMBER OF LANDLORDS VOLUNTEERING IN OFF CAMPUS HOUSING EXCELLENCE PROGRAM	0	80

# RESOURCE STEWARDSHIP

## STRATEGIC FOCUS AREA 7: Act as a Leader for Sustainability for the State of Ohio

The intent of this focus area is to measure Student Life's environmental impacts, and to ultimately make Ohio State the benchmark for other public universities as it relates to sustainability.

Sustainability measures will be based on goals adopted in 2012 by the President and Provost's Council on Sustainability. The council established goals to be achieved by Fiscal Year 2030 and has been tasked to develop annual goals to help achieve the long-term goals. Student Life's goals will reflect the three main objectives for this committee.

### IMPLEMENTATION INITIATIVES

- Improve Student Life energy and greenhouse gas management by reducing energy utilization index by 30% compared to FY 2008 and reducing carbon footprint by 50% compared to FY 2008.
- Improve Student Life's hydrological function by reducing potable water consumption by 30% compared to FY 2012.
- Improve campus materials management by diverting 90% of Student Life campus materials from landfill.

STRATEGIC FOCUS AREA 7 METRIC		
	BASELINE SUMMER 2013	TARGET FALL 2017
REDUCE ENERGY UTILIZATION INDEX FOR STUDENT LIFE FACILITIES	115 (FISCAL YEAR 2012)	104 (FISCAL YEAR 2017)
REDUCE STUDENT LIFE FACILITIES POTABLE WATER CONSUMPTION	25.3 MILLION CUBIC FEET	22.8 MILLION CUBIC FEET
INCREASE MATERIAL RECYCLED IN STUDENT LIFE FACILITIES FOR CAMPUS EVENTS	28.8 TONS (RECYCLEMANIA); 10 TONS MOVE-IN CARDBOARD	34.6 TONS (RECYCLEMANIA); 12 TONS MOVE-IN CARDBOARD

**STRATEGIC FOCUS AREA 8: Strategically Generate Funds to Achieve Student Life Vision**

With the launch of a \$2.5 billion campaign, Ohio State became focused on supporting its goals through the cultivation of new resources. The Office of Student Life’s responsibility is to raise \$9.5 million to support Student Life programs, activities, and scholarships. Although Student Life achieved its goal in 2013, it will continue to raise funds for the overall campaign. Through private support, development efforts will help to support Student Life’s vision by reducing the financial burden on departments and students. A successful development campaign will include implementing and executing across the life cycle of development for Student Life, which includes prospecting, solicitation, and stewardship. Finally, Student Life seeks to create a culture of giving among undergraduate, graduate, and professional students and to connect student philanthropy efforts to the University Foundation. Funding for all initiatives has been allocated through the Office of Student Life.

**IMPLEMENTATION INITIATIVES**

- Implement stewardship plan by Autumn 2013 for all donors that demonstrates the effectiveness and significance of gifts and encourages future gifts to Student Life.
- Enhance connection to alumni by developing new or updated communication platforms and alumni societies.
- Identify opportunities to assist sorority and fraternity housing to raise funds by Spring 2013.
- Launch additional student philanthropy initiative by 2015 to encourage student participation in philanthropic activities; connect Student Philanthropy efforts to the university.
- Increase fundraising for donor-supported leadership programs by identifying 20 new donors with gifts of at least \$3,000 by Autumn 2015.



<b>STRATEGIC FOCUS AREA 8 METRIC</b>		
	BASELINE SUMMER 2013	TARGET FALL 2017
STUDENT LIFE FUNDRAISING CAMPAIGN DOLLARS	\$8 MILLION	\$9.5 MILLION
NUMBER OF DONORS TO LEADERSHIP PROGRAMS	51	71
NUMBER OF ANNUAL ENGAGEMENT OPPORTUNITIES	0	6
DOLLARS RAISED THROUGH STUDENT PHILANTHROPY	\$675,000	\$1 MILLION

# RESOURCE STEWARDSHIP CONTINUED

## STRATEGIC FOCUS AREA 9: Attract and Retain a Talented Workforce

The university is committed to attracting and retaining the best talent, and to being proactive with that recruitment. The Office of Student Life works to strategically create staffing models and compete with local and national markets for the best people to fill roles in our organization, as well as to advance the values of Ohio State. For Student Life, we also strive to ensure that our workforce is a reflection of the diversity and talent we have in our student population.

Strategic Workforce Planning is a process used to identify and address the staffing implications of our strategies, priorities, and plans. The goal is to ensure that, in Student Life, we have the right people, in the right roles, at the right time. This process provides a framework for making talent decisions linked to our mission, goals, and objectives, and aligning the right resources (fiscal, technological, and human) to accomplish those goals. In the last 18 months there have been workforce plans established or in process in: Maintenance (part of Facilities Management and Logistics), Dining Services, SL Technology Services, Disability Services, Housekeeping, and Catering. Funding for all initiatives has been allocated through the Office of Student Life.

It's important while recruiting top talent that we are also retaining top talent. By using the Strategic Workforce Planning as well as developing much needed and desired Learning and Development opportunities, the commitment to the personal and professional growth of our staff will only contribute to the success of the overall strategic plan.

### IMPLEMENTATION INITIATIVES

- Conduct and analyze Staff Learning Needs Assessment by December 2013.
- Begin establishing learning development plans for employees by December 2014.
- Develop a Student Life Onboarding plan by December 2014.
- Develop a strategic workforce plan and appropriate recruitment plans for all Student Life units by Spring 2015.

STRATEGIC FOCUS AREA 9 METRIC		
	BASELINE SUMMER 2013	TARGET FALL 2017
NUMBER OF UNITS WITH A WORKFORCE PLAN	6	34
PERCENT OF STAFF COMPLETING CULTURE-SHAPING TRAINING	60%	90%
NUMBER OF MANAGERS COMPLETING PERFORMANCE-MANAGEMENT TRAINING	0	200

**STRATEGIC FOCUS AREA 10: Increase Administrative Efficiencies and Streamline Processes**

The intent of this area is to examine our administrative processes, aligning with the university’s goal to “Simplify University Systems and Structures.” To that end, the Office of Student Life is involved in several efficiency projects. One initiative involves the Offices of Student Life and Business & Finance collaborating to have deliveries of non-perishable goods from vendors routed to University Central Receiving. This move helps minimize risks of traffic-related accidents and other traffic issues on campus caused by vendor deliveries and trucks, as well as reducing campus environmental issues associated with vendor deliveries and trucks. This change should also reduce overall delivery costs by providing vendors the ability to consolidate deliveries to one location instead of making multiple deliveries to multiple departments at multiple locations.

Another initiative focuses on leveraging our connections with vendors who have already contracted with the university to provide the delivery of goods and services. Because the state of Ohio, the Inter-University Council, and Ohio State are able to negotiate better prices over the long-run (higher-level buying power), it can be assumed that the higher percentage of purchase orders that are made through contracts, the higher the savings to Student Life and the university.

A third initiative involves administrative process streamlining. The Offices of Student Life and Business & Finance are working together to establish the infrastructure to adopt and implement the Lean Six Sigma operational efficiency methodology for streamlining. Two Student Life staff members are enrolled in the Fisher College of Business Lean Six Sigma Black Belt Web-Leveraged Course. After course completion, annually, a number of high priority projects will be identified, prioritized by Student Life leadership, resources committed, and the black belt-trained staff members will lead project teams to streamline administrative and other appropriate processes.

**IMPLEMENTATION INITIATIVES**

- Increase the percentage of vendor shipments to Central Receiving from 4% to 80%, and Student Life shipments from Central Receiving from 60% to 90% by FY 2015.
- Increase the percentage of purchase orders using established contracts from 50% to 60% by 2015.

<b>STRATEGIC FOCUS AREA 10 METRIC</b>		
	BASELINE SUMMER 2013	TARGET FALL 2017
PERCENT OF VENDOR SHIPMENTS TO CENTRAL RECEIVING	4% (FISCAL YEAR 2012)	80%
PERCENT OF STUDENT LIFE SHIPMENTS FROM CENTRAL RECEIVING	60% (FISCAL YEAR 2012)	90%
PERCENT OF PURCHASE ORDERS USING ESTABLISHED CONTRACTS	50% (FISCAL YEAR 2012)	60%
NUMBER OF STATE-CERTIFIED MBE/EDGE VENDORS FROM WHOM STUDENT LIFE FILLS PURCHASE ORDERS	36	50
ANNUAL NUMBER OF STREAMLINING PROJECTS COMPLETED RESULTING IN 20% SAVINGS OR INCREASED EFFICIENCY BY 20%	0	2

# RESEARCH AND INNOVATION

## STRATEGIC FOCUS AREA 11: Enhance Student Life's Influence in the Field of Student Affairs

Research is an important aspect of Student Life. Ohio State participates in several important national surveys, including the Multi-Institutional Study of Leadership (MSL), the National College Health Assessment II (NCHA-II), and the National Survey of Student Engagement (NSSE). Student Life departments conduct research about many issues important to students; a few recent examples include studies about the experiences of Ohio State's commuter students and differences between students who do and do not use recreational sports facilities. Results concerning the national data and the studies conducted at Ohio State are reported through briefs and reports that are available online. The Office of Student Life sponsors an annual one-day regional research and assessment conference that attracts more than 200 student affairs professionals from Ohio and nearby states.

Many of the units within the Office of Student Life are recognized as leaders in their respective areas of specialty. This recognition can be measured by the number of articles submitted for publication by staff members, the amount of sponsored research dollars, the number of awards and other forms of recognition, and the division's representation in regional and national leadership positions in student affairs organizations. Funding for all initiatives has been allocated through the Office of Student Life.

### IMPLEMENTATION INITIATIVES

- Increase the amount of secured research grant dollars to \$200,000 by FY 2017.
- Increase the number of Student Life staff holding leadership positions in regional and national organizations from 18 to 30 by 2017.
- Increase the number of peer-reviewed articles submitted for publication and presentations by staff members throughout Student Life from 85 to 140 by 2017.

STRATEGIC FOCUS AREA 11 METRIC		
	BASELINE SUMMER 2013	TARGET FALL 2017
NUMBER OF PEER-REVIEWED ARTICLES AND NATIONAL PRESENTATIONS SUBMITTED	85	140
RESEARCH GRANT DOLLARS	\$85,000	\$200,000
NUMBER OF LEADERSHIP POSITIONS IN REGIONAL AND NATIONAL ORGANIZATIONS	18	30
NUMBER OF GRADUATE ASSISTANTSHIPS FUNDED BY STUDENT LIFE	71	80



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# TRACKING OUR **PERFORMANCE**



TARGET FALL '17

JULY 2016

JULY 2015

JULY 2014

BASELINE SUMMER '13

**TEACHING AND LEARNING****STRATEGIC FOCUS AREA 1: ENHANCE THE SECOND YEAR EXPERIENCE**

NUMBER OF STEP PARTICIPANTS	1,000				7,000
STEP RETENTION VS. NON-STEP RETENTION	95.6% (NON-STEP)				98% (STEP)
HOUSING CAPACITY	10,000				14,000
STUDENT SELF-AWARENESS SCALE	26 (35)				30 (35)
STUDENT COMMUNITY SCALE	18 (25)				22 (25)
ENGAGE 75% OF NORTH RESIDENTIAL POP. IN NRDT REC. FACILITY	0				75% OF NORTH CAMPUS POP.

**TEACHING AND LEARNING****STRATEGIC FOCUS AREA 2: IMPLEMENT BUCKEYE CAREERS**

NUMBER OF ELIGIBLE USERS WITH ACTIVE PROFILES	10,473				12,730
STUDENT-USER SATISFACTION SCORE	4.1				5.0
EMPLOYER SATISFACTION SCORE	4.9				5.5
NUMBER OF INTERNSHIP/EXPERIENTIAL LEARNING OPPORTUNITIES ON BUCKEYE CAREERS NETWORK	3,577				4,350

**TEACHING AND LEARNING****STRATEGIC FOCUS AREA 3: PROVIDE INNOVATIVE PROGRAMS THAT PROMOTE SUSTAINED HEALTHY BEHAVIORS**

STUDENTS IN EVIDENCED-BASED ALCOHOL-PREVENTION STRATEGIES	5,500 STUDENTS				12,500 STUDENTS
NUMBER OF PEER EDUCATORS	10				50
FINANCIAL ONE-ON-ONE APPOINTMENTS	225				1,900
STUDENTS REACHED BY SCARLET AND GRAY FINANCIAL	2,533 STUDENTS				15,000 STUDENTS
NUMBER OF FINANCIAL COACHES	21				65
STUDENTS REACHED WITH FINANCIAL EDUCATION	315 STUDENTS				1,750 STUDENTS
FINANCIAL WELLNESS SCORE	TBD				TBD
EXPANDED IN-NETWORK ACCESS	40%				90%
STUDENT PARTICIPATIONS IN GROUP FITNESS	32,283				35,783

BASELINE SUMMER '13 JULY 2014 JULY 2015 JULY 2016 TARGET FALL '17

TEACHING AND LEARNING					
STRATEGIC FOCUS AREA 4: INCREASE OPPORTUNITIES FOR STUDENTS TO BE CITIZENS IN A GLOBAL SOCIETY					
INCREASE TOTAL # OF CROSSING IDENTITY BOUNDARIES COURSES	7				32
NUMBER OF OPEN DOORS SESSIONS OFFERED ANNUALLY	35				125
NUMBER OF OPEN DOORS FACILITATORS	53				128
NUMBER OF CO-CURRICULAR DIALOGUES; 4 TO INT'L STUDENTS	14				22
OUTREACH AND ENGAGEMENT					
STRATEGIC FOCUS AREA 5: ENHANCE LEADERSHIP, SERVICE, AND COMMUNITY ENGAGEMENT OPPORTUNITIES					
NUMBER OF INTERNATIONAL, DOMESTIC, AND IN-STATE SERVICE EXPERIENCES	80				138
NUMBER OF COMMUNITY SERVICE HOURS SPONSORED BY STUDENT LIFE	159,035				250,000
NUMBER OF D-TIX DISTRIBUTED PER YEAR	43,000				50,000
# OF STUDENTS PARTICIPATING IN BUCKEYE CIVIC ENGAGEMENT CONNECTION	500 PARTICIPANTS				1,500 PARTICIPANTS
# OF COLS. NEIGHBORHOODS SERVED BY BUCKEYE CIVIC ENGAGEMENT CONN.	5 NEIGHBORHOODS				7 NEIGHBORHOODS
INCREASED STUDENT ORGS. IN BOLT WITH REC. SPORTS	0				55
OUTREACH AND ENGAGEMENT					
STRATEGIC FOCUS AREA 6: EXPAND SUPPORT FOR STUDENTS LIVING IN THE UNIVERSITY DISTRICT COMMUNITY					
# OF NEIGHBORHOOD AREAS SERVED BY A COMMUNITY AMBASSADOR	20				48
# OF BUCKEYE BLOCK WATCH PROGRAMS OFFERED, MATERIALS DISTRIBUTED	63				180
NUMBER OF STUDENTS PARTICIPATING IN COMMUNITY EVENTS AND INTERFACING WITH COMMUNITY BUILDING AND BLOCK WATCH ACTIVITIES	5,561				9,200
NUMBER OF LANDLORDS ENGAGING WITH PLANNED OUTREACH	27				50
NUMBER OF HOME VISITS CONDUCTED IN OFF-CAMPUS PROPERTIES	0				800
NUMBER OF LANDLORDS VOLUNTEERING IN OFF CAMPUS HOUSING EXCELLENCE	0				80
RESOURCE STEWARDSHIP					
STRATEGIC FOCUS AREA 7: ACT AS A LEADER FOR SUSTAINABILITY FOR THE STATE OF OHIO					
REDUCE ENERGY UTILIZATION INDEX	115 (FISCAL YEAR 2012)				104 (FISCAL YEAR 2017)
REDUCE STUDENT LIFE POTABLE WATER CONSUMPTION	25.3 MILLION CUBIC FEET				22.8 MILLION CUBIC FEET
INCREASE MATERIAL RECYCLED IN STUDENT LIFE FACILITIES FOR CAMPUS EVENTS	28.8 TONS (RECYCLEMANIA); 10 TONS MOVE-IN CARDBOARD				34.6 TONS (RECYCLEMANIA); 12 TONS MOVE-IN CARDBOARD

BASELINE SUMMER '13      JULY 2014      JULY 2015      JULY 2016      TARGET FALL '17

<b>RESOURCE STEWARDSHIP</b>				
<b>STRATEGIC FOCUS AREA 8: STRATEGICALLY GENERATE FUNDS TO ACHIEVE STUDENT LIFE VISION</b>				
STUDENT LIFE FUNDRAISING CAMPAIGN DOLLARS	\$8 MILLION			\$9.5 MILLION
NUMBER OF DONORS TO LEADERSHIP PROGRAMS	51			71
NUMBER OF ANNUAL ENGAGEMENT OPPORTUNITIES	0			6
DOLLARS RAISED THROUGH STUDENT PHILANTHROPY	\$675,000			\$1 MILLION
<b>RESOURCE STEWARDSHIP</b>				
<b>STRATEGIC FOCUS AREA 9: ATTRACT AND RETAIN A TALENTED WORKFORCE</b>				
NUMBER OF UNITS WITH A WORKFORCE PLAN	6			34
PERCENT OF STAFF COMPLETING CULTURE-SHAPING TRAINING	60%			90%
MANAGERS COMPLETING PERFORMANCE-MANAGEMENT TRAINING	0			200
<b>RESOURCE STEWARDSHIP</b>				
<b>STRATEGIC FOCUS AREA 10: INCREASE ADMINISTRATIVE EFFICIENCIES AND STREAMLINE PROCESSES</b>				
PERCENT OF VENDOR SHIPMENTS TO CENTRAL RECEIVING	4% (FISCAL YEAR 2012)			80%
PERCENT OF STUDENT LIFE SHIPMENTS FROM CENTRAL RECEIVING	60% (FISCAL YEAR 2012)			90%
PERCENT OF PURCHASE ORDERS USING ESTABLISHED CONTRACTS	50% (FISCAL YEAR 2012)			60%
NUMBER OF STATE-CERTIFIED MBE/EDGE VENDORS FROM WHOM STUDENT LIFE FILLS PURCHASE ORDERS	36			50
STREAMLINED PROJECTS RESULTING IN 20% SAVINGS/ INCREASED EFFICIENCY	0			2
<b>RESEARCH AND INNOVATION</b>				
<b>STRATEGIC FOCUS AREA 11: ENHANCE STUDENT LIFE'S INFLUENCE IN THE FIELD OF STUDENT AFFAIRS</b>				
NUMBER OF PEER-REVIEWED ARTICLES AND NATIONAL PRESENTATIONS SUBMITTED	85			140
RESEARCH GRANT DOLLARS	\$85,000			\$200,000
NUMBER OF LEADERSHIP POSITIONS IN REGIONAL AND NATIONAL ORGS.	18			30
NUMBER OF GRADUATE ASSISTANTSHIPS FUNDED BY STUDENT LIFE	71			80

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