The challenge before the Student Affairs Leadership Team (SALT), as we approached realignment, was to prioritize and focus the Division of Student Affairs in a way that kept student success at the core of our work, while at the same time allowing the organization to be sustainable with current resources and in a volatile fiscal environment.

As pre-work to the Student Affairs realignment process in March 2006, the SALT group worked over several weeks to develop the foundation of an organizational alignment model with general definitions regarding student needs over the lifespan of a student’s relationship with Oregon State University—with particular emphasis on those areas for which the Division of Student Affairs has leadership responsibilities. The realignment process occurred primarily between March 2006 and June 30, 2007. The process had broad stakeholder involvement, including open forums, presentation to student leadership groups, meeting with academic advisors, a daylong retreat with Academic Affairs colleagues and conversations with other campus colleagues. The retreat with Academic Affairs resulted in moving the Educational Opportunities Program to better align it with other academic support programs.

We developed the following to guide our process:

**Outcome Goals**

1. Address a significant projected budget deficit
2. Balance our budget
3. Ensure our core responsibilities are met
4. Appropriately align programs, services and functions

**Process Goals**

1. Align mission-related priorities with available resources
2. Rethink organizational design in light of institutional expectations, responsibilities and commitments
3. Construct solid context for final decisions
4. Establish budget priorities
5. Student involvement in the process
6. Review thinking and decisions with Provost
7. Convene conversation with Academic Affairs colleagues
8. Honor organizational priorities
9. Consider all units (general fund and self-support) as we think about where programs and services should be focused;
10. Have sound rationale for our recommended design

Mission

We create engaging environments for student growth and success.

Vision

We will inspire learners and leaders to create positive change in the world through self-discovery, connection to community, commitment to action, and love of learning.

We will dedicate ourselves, individually and collectively, to student learning, community, citizenship, and success – through compassion, engagement, innovation, and action.

The diagram below was derived from discussions over a series of daylong meetings. It is not meant to be comprehensive in terms of the needs students may have. The schema below is only meant to focus on those areas for which the Division of Student Affairs may hold primary or significant leadership responsibility. We subsequently realigned our organization in relation to the schema. On the following pages you will find the primary focus of the alignment units, offices and programs in each unit and narrative on adherence to administrative realignment guidelines. The following link has a comprehensive set of document related to our realignment process: http://oregonstate.edu/studentaffairs/realignment.html

The Future

We are currently in the midst of a strategic planning process, through which we will consider future growth and development of student affairs. We have not made concrete plans for how we would accommodate as significant budget decrease. However, because of the limited staff in student affairs units, aside from enrollment management units, we would likely propose elimination of essential offices.
Access
Student access to OSU includes those programs that increase the likelihood that a potential student will enroll at OSU. It includes the articulation of a mission-aligned enrollment management plan, pre-college programs, outreach to communities, campus visits, and sustained financial resources.

Community
Development of personal communities is fundamental to student success. Communities form to accomplish various purposes. It is through these community affiliations that students learn to value community involvement, diversity, teamwork, and citizenship. Affiliations provide identity anchors and serve as the impetus for optimal engagement in the learning process. These anchors form the basis for continuity and clarity around one’s roles in a learning community.

Healthy Living
Healthy living means developing and sustaining wellness with regard to the psychological, social, spiritual, physical, intellectual, cultural and interpersonal dimensions of one’s life. Programs and services provide opportunities for students to acquire healthy living skills. Acquiring understanding of institutional cultural and social norms and learning to adapt successfully to new and changing environments prepares students to thrive in the current milieu and also in other environments in which they will live and work.

Leadership/Citizenship
Because of the responsibilities of those privileged to be educated, students must have opportunities to develop and refine their abilities to participate fully as leaders and citizens at OSU. Active citizenship includes seizing opportunities to use knowledge skills and education to improve the well-being of self and others. OSU students have the responsibility to assume leadership when needed and to participate fully in ways that promote the active involvement of self and others in work that promotes the greater good.

Academic Success
The academic experience is at the core of a student’s life at Oregon State University. Students often judge their success at our University by their academic achievement. Academic Support includes those specifically cultivated relationships with faculty, academic programs, and academic support services that increase the likelihood that students will access available services upon our delivery of services and referral. It also includes those out-of-class programs and partnerships with academics that bring the classroom into students’ lived experiences.

Retention Milestones
Retention Milestones are experiences that expand what students may see as possibilities for themselves as well as pivotal experiences and achievements which increase the likelihood that students will persist to completion of their academic aspirations.

Assessment is fundamental to ensuring that outcomes are met and that as a division we promote the ethos and practice of continuous improvement.

Transition Out/Exit
Transitioning out of the university includes leaving the institution successfully and with an invitation to return or sustain engagement. It includes having access to preparation for a successful career, the rituals involved in graduation, and programs and services that place the university experience into life-influencing milestones.

Division of Student Affairs
Lifespan of the Student
Division of Student Affairs  
Realigned units (aka “clusters”)

Access

This alignment of offices and programs is organized to provide CORE enrollment management services for students and campus stakeholders.

- Enrollment Management Administration (includes Degree Partnership Program and Information Technology)
- Admission
- Financial Aid and Scholarship
- Pre-college Programs
- Registrar

There has been no further realignment in this unit. The primary motivation behind the Division’s realignment was to avert a significant ($850,000) budget deficit in Enrollment Management. As an outcome we were able to assure that programs in this area were appropriately funded to support the delivery of essential services in the areas included here.

Community

This unit represents an alignment of offices and programs to provide CORE student life support services for students and several key stakeholders (including employers, parents, family members, faculty, advisors, staff) within our campus community.

- Office of the Dean of Student Life
- ASOSU Services
- Career Services
- Disabilities Access Services,
- New Student Programs and Parent Outreach
- Student Conduct and Community Standards

Plan: There are many services and initiatives that come from the Office of the Dean of Student Life that do not officially “report” to or fall under specific units. We hope to move toward alignment by:
  a. Relocation of isolated units into a shared space to increase collaboration and administrative efficiencies. A number of units were moved to the basement of Kerr to allow for economies of scale. (Completed)
  b. Review duplication of resources (copy machines, printers, etc. in shared spaces) (in process)
  c. Review reporting lines to increase capacity to serve students. (Ex. Look at Childcare & Family Resources reporting to Director of Healthy Campus Initiatives, allowing more support for Healthy Campus Initiatives, and a consistent methodology of service to students). (in process)
d. Cost reduction through collocation; increase of services provided through collaboration across units (meaning increasing service without increasing FTE).

**Diversity**

This alignment of programs and services is organized to provide students a safe environment to engage their multiple identities, and to expand the critical consciousness of the university. This will be accomplished through strengthening and creating an environment for students that fosters full participation and cultivates excellence through inclusion, diversity, equity, leadership, and cross-cultural understanding.

- **American Indian Initiatives**
- **Asian and Pacific Islander American Education Office**
- **Casa Educacional**
- **Diversity Development**
- **LGBT Outreach and Services**
- **Ujima Education Office**
- **Women’s Development**

There has been no further realignment in this unit. The unit meets all reporting guidelines.

**Health and Wellness**

The units in this alignment will function to promote a shared sense of responsibility for health and wellness, access to resources for healthy living, and foster healthy choices and decision making among OSU students.

- **Recreation Sports**
- **Health Services**
- **Counseling and Psychological Services**

Recreational Sports experienced a budget reduction due to the loss of one Associate Director position however some of those resources have been used to reclassify three existing positions. The realignment of the department very specifically addresses the issue of outreach and wellness. In this newly defined area, called Outreach, the focus in part, will be on the wellness message. The reorganization meets the administrative system guidelines on the span of control at the Director level. Eight staff members report directly to the Director.

Student Health Services (SHS) has reviewed the university realignment guidelines. As a result they have reorganized their structure to have the Administrative Coordinator/Assistant to the Director position no longer supervise as that person was only supervising one person. At this time
all supervisors have at least six people reporting to them with the exception of the Medical Laboratory Manager (3 reports) and the Physical Therapy Manager (2 reports). The rationale for continuing with this pattern is as follows:

- The Associate Director, Clinical Services, is a physician who supervises the overall laboratory operations. Under COLA (the national laboratory accrediting agency) regulations, they must have a person named as the “Laboratory Director”. The Medical Laboratory Manager is the person who has the qualifications needed for that title and is the only person who has the necessary day-to-day contact with the laboratory staff to effectively directly supervise that area.

- The Physical Therapy department is located in Dixon Recreation Center, a location remote from the main building. It is necessary to have an on-site professional supervising other therapists and support staff there.

There is no significant budget impact from this change.

The SHS Leadership Team was consulted in making these changes. These changes were also discussed with the other directors in the Health and Wellness Alignment.

**Housing and Dining**

To focus of housing and dining is to provide environments through facilities, programs, and services that support the academic and personal success of our residential students and other OSU community members.

- **Housing and Dining Services**
- **Dining Services**
- **Residential Life and Education**
- **Operations and Facilities**

UHDS is in the process of reallocating and realigning staff and resources to provide additional dollars and resources for capital renewal, while reviewing and improving processes and structures to position ourselves to better serve our students and other clients and customers. Please see [UHDS Focusing + Investing for the Future website](https://uhds.oregonstate.edu/intranet/stewardship/uhds_focus_invest/index.php) for details on this initiative.

While this realignment is taking place across UHDS, our three largest units in particular are moving forward with significant changes:

**Operations & Facilities Unit:** Reduction of 2 management position, alignment of Building Services with Work and Project Management, reclassification of Refrigeration Mechanic to GMM to increase scope of tasks. Operations Manager to take on work of one eliminated position (fire/life safety), and reclassification of an Assistant Director to Manager will take on contract work of other eliminated position. [please see Op & Fac Unit org chart – separate doc.]
Residential Education: A restructure will streamline and shift focus by eliminating one level of hierarchy (3 FT Area Complex Director positions) and adding more full time Resident Directors (3-FT positions). This change will allow students to have greater access to a student affairs professional living/working in their hall community, and a requirement for additional experience for the individuals who supervise RDs.

[please see Res Ed Unit org chart]

Dining Services (DS): Has eliminated 2 FSW positions. OSU Catering has eliminated 1 OS position. Residential Conferences is in the early stages of being realigned and while there are no FTE savings expected, we expect fuller utilization of existing staff. Both DS Asst. Directors will have more operational responsibilities in order to provide additional assistance to our management team to respond to the needs of our large classified and student staff. Each management team has been reviewed and is being realigned to create a stronger team for each of our three dining centers, with a focus on improved service to our students and the campus community.

[realigned DS org chart is “in process”].

Span of control: In all cases of realignment noted above, “the span of control” (i.e. scope of leadership) is one supervisor for 6 or more supervisees.

6:1 reporting ratio: UHDS Director has 7 direct reports; Director and Assoc./Asst. Directors, and Asst to Director comprise the UHDS Dept. Leadership Team.

While UHDS remains open to, and are in an ongoing process of aligning/realigning as necessary to provide and enhance services, there are no places of disconnect that have identified.

We estimate that once implemented, the annual savings will be approximately $500,000 for the changes in the Operations & Facilities and the Dining Services Units. Realignment in other units will be essentially budget-neutral, at least in the first year. We do expect to maintain or increase our level of service and value to students/customers.

There were no financial costs associated with the realignment. Staff time in developing thoughtful and demonstrably effective realignment plans and actions. Staff time/energy in developing communication plans and approaches to keeping UHDS staff and students informed of the goals, actions, and accomplishments. Human and emotional costs are hard to gauge.

Dept/Unit assessment was conducted in prior year on efficiencies and effectiveness. Consultation and engagement efforts included meeting with unit staff members and other department stakeholders, and many opportunities for online, in person, and on paper input/questions. Please see overview and process outlined in Focusing + Investing for the Future for an overview of this initiative, including opportunities/methods for engagement: (https://uhds.oregonstate.edu/intranet/stewardship/uhds_focus_invest/index.php)
Since the Residential Conference plan is just now unfolding, the stakeholders that have been consulted have been internal to UHDS. The next steps would be to involve OSU Conference Services, Athletics, Dixon Recreation, other conference sponsors. In the Dining Services reorganization, the stakeholders that have been consulted are Human Resources.

UHDS leadership also shared the *Focusing + Investing for the Future* initiative with our Residence Halls Association (RHA) in Fall 2009, and included it in our budget/rates presentation to the RHA General Assembly in February 2010.

The Department Leadership Team collectively, and as individual unit leaders are continuing to solicit staff engagement with and input to this process.

**Leadership/Citizenship**

The purpose of the Memorial Union and related programs is to provide a center for social, cultural and recreational programs and services to students, faculty, staff and guests of Oregon State University; to provide opportunities for experience in social responsibility and leadership; to supplement University instruction by developing high ideals of university spirit, citizenship, and private life.

- *Memorial Union*
- *Leadership and Student Involvement*
- *Student Media*
- *Greek Life*

There has been no further realignment in this unit. The unit meets all reporting guidelines.

**Office of the Vice Provost for Student Affairs**

The office of vice provost has responsibility for working with students, faculty, and staff to promote the development of a positive campus environment. In addition, the individuals in this unit provide leadership to create coherence among the various services and initiatives through leadership, planning and strategic use of data.

- *Research and Evaluation*

  The alignment of Student Affairs Research and Evaluation remains with the Office of the Vice Provost for Student Affairs. At this time there is only one full-time professional position in the office; however, there is also a .49 GTA and plans for the addition of two more .49 GTAs for the office beginning Fall, 2010.
The professional position in the unit is responsible for providing leadership to the division concerning assessment practices, procedures and educational development for personnel in this area. Additionally, the professional position chairs the division-wide assessment council, which is responsible for setting the direction and leading the assessment efforts of the division.

In recent years, this office has also become the contact point for data related to the division and students as well as to university-wide surveys. Further because of the expanding demand for more and better data, the office increased scope by working with other university personnel outside of student affairs and serving on committees related to retention, student success, and enrollment management. This extension has also included working with student affairs at other universities as well as specific AAC&U projects (e.g., VALUE project).

The scope of responsibility of this professional position has been far-reaching within the division as well as within several units in academic affairs and enrollment management. It serves as both leadership for the assessment initiative in student affairs, support to personnel involved in the imitative, and contact for those outside of the division to access information about students as it relates to projects within the office.
University Housing and Dining Services
Operations and Facilities Unit
Re-design/Alignment

2009 Current

Associate Director
Operations/Facilities

Assistant Director
Operations/Facilities

Assistant Director
Trade/Reactive Maintenance

Assistant Director
Specialty Services & Projects

Work Management/Project Coord.

Operations Coordinator
Family Housing Planning

Building Services Manager

Fire and Life Safety Coordinator

Contracts Administrator

Operations Assistant

Plumber (1)

Locksmith (1)

General Maint. (1)

Painter (2)

Student Maintenance Workers (1&FTE)

Maintenance Labor Coordinator (3)

FH Student Staff (3&FTE)

Laborer 1 (2)

Student Staff (1&FTE)

Grounds Worker II (2)

Administrative Operations Coordinator

HVAC/Controls (1)

Refrigeration (1)

Plaster (2)

Carpenter (1)

General Maint. (2)

Pipe/Steam Fitter (1)

Student CSR's (2&FTE)

2009-10

Associate Director
Operations/Facilities

Assistant Director
Operations/Facilities

Assistant Director
Trade/Reactive

Assistant Director
Specialty Services & Projects

Work Management/Project Coord.

Operations Coordinator
Family Housing Planning

Building Services Manager

Fire and Life Safety Coordinator

Contracts Administrator

Operations Assistant

Plumber

Locksmith

Electrician (2)

General Maint. (1)

Painter (2)

Student Maintenance Workers (1&FTE)

Maintenance Labor Coordinator (3)

FH Student Staff (3&FTE)

Laborer 1 (2)

Student Staff (1&FTE)

Grounds Worker II (2)

Carpenter (1)

General Maint. (2)

Pipe/Steam Fitter (1)

Student CSR's (2&FTE)

Overview

Position Elimination:
(1) Painter
(1) Plaster
(1) Refrigeration
(1) Assistant Director
(1) Fire and Life Safety Coordinator
(1) Contracts Administrator (Retirement)
(4) Student FTE

Establishment:
(1) Facility Program Manager
(1) GM - Kitchen Refrigeration
(1) Maintenance Program Manager

Alignment:
- HVAC focuses on maintenance of systems and electrical maintenance
- Building Services align under Work/Project Management.
- Painter and Plaster position become combined position.
- Paint/Plaster and Grounds Align under Work/Project Management.
- Fire/Life Safety and Sustainability become responsibilities under Operations Coordinator.
Oregon State Board of Higher Education
Chancellor
President
Provost and Executive Vice President
Vice Provost for Student Affairs

Student Health Services
STRUCTURE CHART

SHS Director

Associate Director
Health Promotion
- Health Educators
- Substance Abuse Prevention Educator
- Sexual Violence Prevention Educator
- Marketing & Communications
  - Physical Therapy Manager
    - Physical Therapist
    - SHS@Dixon
      - Office Specialist

Associate Director
Administrative Services
- Administrative Coordinator/Assistant to the Director
  - Administrative Office Assistant
- A/P and HR
  - Clinic Billing Office
  - Family Planning Expansion Project
  - Insurance Office
  - Information Technology Consultant and Support

Associate Director
Medical Records and Reception Manager
- Medical Records and Reception Manager
  - Medical Records Specialist
  - Immunization Coordinator
  - Medical Records Staff
  - Medical Lab Technologists

Associate Director
Clinical Services
- Mid-Level Practitioners
- Registered Nurses

Associate Director
Nursing Services
- Medical Assistants
- X-Ray Technicians

Titles in bold indicate supervisor positions.
Intercultural Student Services Department Organizational Chart

VP Student Affairs
Larry Roper

Director of Intercultural Student Services Department/ Director of (Specific Initiative)
Sandy Tsuneyoshi

APA
Sandy Tsuneyoshi

American Indian Initiat.
Allison Davis-White Eyes

Casa
(TBA)

Ujima
Earlean Wilson Huey

LGBT
Steven Lieder

Women’s Center
Beth Rietveld

Diversity Development
Victoria Nguyen

Office Support Coordinator
Maleah Harris

GTA
DaMarcus Redeau

AAPI Initiatives & Student Orgs.
Student Workers

American Indian Initiatives & Student Orgs.
Student Workers

LGBT Initiatives & Student Orgs. and Pride Center
Student Workers

GTA
Heather Nicole Christian

Women’s Center
Student Workers

2 Diversity Development GTAs
Jolene Woolsey
Wolof Oyimbundumakua

Cultural Centers’ Student Workers

Latino Initiatives & Student Orgs.
Student Workers

A&AA Initiatives & Student Orgs.
Student Workers

Student Workers
Eric Alexander  
Director  
Student Leadership & Involvement  
Professional Faculty  
C15531  1.0 FTE

Katie Baker  
OS2 reclass upw  
C30350  1.0 FTE

Don Johnson  
Asst Dir – MU Prog Prof Faculty  
C11758  1.0 FTE

Melissa Yamamoto  
SI Coordinator Prof Fac  
C11856  1.0 FTE

Curt Black  
Business Operations Prof Faculty  
C15613  1.0 FTE

Bob Kerr  
Greek Life Coord Prof Faculty  
C13459  1.0 FTE

Robin Ryan  
Asst Dir Stu Events & Act Prof Faculty  
C11785  1.0 FTE

Linda Howard  
Program Advisor Prof Faculty  
C10000  1.0 FTE

Ali Casquiero  
Prog Advisors GA Prof Faculty  
C60245  .49 FTE

Katie Baker  
OS2 reclass upw  
C30350  1.0 FTE

Don Johnson  
Asst Dir – MU Prog Prof Faculty  
C11758  1.0 FTE

Melissa Yamamoto  
SI Coordinator Prof Fac  
C11856  1.0 FTE

Curt Black  
Business Operations Prof Faculty  
C15613  1.0 FTE

Bob Kerr  
Greek Life Coord Prof Faculty  
C13459  1.0 FTE

Robin Ryan  
Asst Dir Stu Events & Act Prof Faculty  
C11785  1.0 FTE

Linda Howard  
Program Advisor Prof Faculty  
C10000  1.0 FTE

Ali Casquiero  
Prog Advisors GA Prof Faculty  
C60245  .49 FTE

Karen Clegg  
Leadership GA Student Staff (5)  
C60245  .49 FTE

Leadership Staff  
Student Staff (5)  
C50109  2.0 FTE

Chris Howard  
Accounting Tech Student Staff (2)  
C32284  1.0 FTE

Dante Holloway  
Club/Org Advisor Prof Faculty  
C10252  1.0 FTE

CMS Staff  
Student Staff (10)  
C50109  2.0 FTE

MUPC Pres & VP  
Student Staff  
C50107  1.0 FTE

Program Directors  
Student Staff (10)  
C50107  1.0 FTE

MUPC Desk Staff  
Student Staff (4)  
C50107  1.0 FTE

Acctg Asst  
Student Staff (2)  
C50109  .75 FTE

Accounting Tech  
C32284  1.0 FTE

Club/Org Advisor  
C10252  1.0 FTE

Student Staff (10)  
C50109  2.0 FTE

Student Staff (2)  
C50109  .75 FTE

Student Staff (5)  
C50109  2.0 FTE