# STUDENT ORGANIZATION
# SUCCESS FRAMEWORK

› Student organizations at The Ohio State University provide opportunities for individual leadership development, organizational success and community engagement. The Success Framework helps student organizations pursue and achieve these broad outcomes.

The framework outlines three key areas for excellence: **member development**, **organization operations** and **community engagement**. Specific outcomes are listed within each key area. Related university resources are provided on the Resources page of the Student Activities website.

Student organizations can use this framework to self-assess their progress in these three key areas, as well as identify opportunities for continued growth and sustainability of the organization and its members. The ultimate goal of this framework is to support organizations as they work towards achieving excellence and develop a student organization community characterized by growth and sustainability.

# MEMBER DEVELOPMENT

Successful student orgs create opportunities for their members to learn about
their own strengths and abilities, gain confidence, and build a sense of community.

| OUTCOME AND DESCRIPTION | OUTCOME IN PRACTICE |
|---|---|
| ***Leadership Capacity and Confidence***<br><br>The development of members' self-awareness of their personal values and skills, as well as their belief that they will be successful when engaging in leadership behaviors | • Leaders and members articulate their leadership strengths and areas for growth<br>• Organization promotes members articulating values and skills in conversations with others<br>• Leaders and members integrate strengths and weaknesses into their work in the organization<br>• Organization promotes development through formal and informal recognition systems |
| ***Social Perspective Taking***<br><br>The ability to take another person's point of view and/or accurately infer the thoughts and feelings of others | • Leaders and members ask one another for their point of view<br>• Members and leaders actively listen and ask clarifying questions<br>• Members maturely navigate interpersonal conflicts |
| ***Wellness***<br><br>The holistic approach to the promotion of self-care, balanced lifestyles, and member success | • Leaders support holistic wellness as it relates to organization purpose<br>• Organization connects with campus partners who sponsor wellness development<br>• Members maintain balance between academic and co-curricular commitments |

**FOR RESOURCES RELATED TO EACH OUTCOME, GO TO: *go.osu.edu/StudentOrgResourceList***

# ORGANIZATION OPERATIONS

Successful student organizations have structures
and processes to manage their overall operational effectiveness.

| OUTCOME AND DESCRIPTION | OUTCOME IN PRACTICE |
| --- | --- |
| **_Purpose and Goals_**<br><br>A well-defined mission statement that clarifies the overall priorities of the organization, as well as annual goals that identify specific focus areas | • Members identify with and support organization's purpose statement<br>• Organization sets at least two SMART goals annually and actively works towards reaching those goals<br>• Leaders and members incorporate the purpose into member recruitment and organization programming |
| **_Membership Recruitment and Retention_**<br><br>The process of selecting and welcoming new members, as well as retaining members for organizational growth and sustainability | • Organization has a recruitment plan that includes multiple approaches to reaching potential members<br>• Organization participates in student involvement fairs<br>• Leaders facilitate positive relationships among members<br>• Organization implements and maintains a member recognition program |
| **_Budgeting and Financial Management_**<br><br>The ability to be financially self-supporting with a well-developed budget that reflects the current and future priorities of the organization | • Leaders establish and monitor operational and programmatic budgets<br>• Organization sets short- and long-term fiscal plans<br>• Organization spends funds in alignment with purpose |

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# ORGANIZATION OPERATIONS - CONTINUED...

| OUTCOME AND DESCRIPTION | OUTCOME IN PRACTICE |
|---|---|
| **Fundraising and Philanthropy**<br><br>The utilization of creative and effective practices to raise funds for the organization as well as skills for purposeful charitable giving | • Organization develops a creative fundraising plan that supports programming and operational priorities<br>• Members raise funds for philanthropic causes that align with the organization's purpose<br>• Organization seeks sponsorship from local businesses and external entities as needed |
| **Programming**<br><br>The capacity to plan and implement successful programs based on learning outcomes for both members and external audiences | • Organization sets and follows a realistic planning timeline for ongoing and one-time programs<br>• Organization utilizes campus resources and policies (i.e. space reservation, catering, funding sources, marketing)<br>• Members are meaningfully involved in all aspects of programs<br>• Organization utilizes relevant assessment/evaluation practices for debrief and future program success |
| **Leadership Transitions**<br><br>An intentional process for a seamless transfer of organization responsibilities that builds emerging leaders, prepares incoming leaders, recognizes the work of outgoing leaders, and positions the organization for long-term success | • Organization implements a structured transition period that includes reflection, shadowing, future planning, budget planning, and information about key position responsibilities<br>• Leaders keep and pass-on detailed records and transition documents<br>• Outgoing leaders update contact information in the Student Organization Management System and organization's bank account<br>• Leaders identify emerging leaders to be tapped for future roles |

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# ORGANIZATION OPERATIONS - CONTINUED...

| OUTCOME AND DESCRIPTION | OUTCOME IN PRACTICE |
| --- | --- |
| **Self Governance**<br><br>A leadership and membership structure that best supports the organization's purpose and holds members accountable for actions | • Organization sets clear expectations for member conduct and accountability<br>• Organization operational processes meet the needs of the membership<br>• Leaders regularly update the constitution to reflect actual operations |
| **Operational Efficiency**<br><br>The procedures and processes for regular, efficient, and effective organizational function | • Organization has regularly scheduled general body and leadership meetings<br>• Leaders maintain and share detailed records with members<br>• Organization operates in compliance with university guidelines and regulations<br>• Organization engages in strategic planning |
| **Collaboration**<br><br>The ability to work effectively with others in a common effort which maximizes shared resources for mutually beneficial outcomes | • Organization hosts activities to promote collaboration among organization members<br>• Organization seeks meaningful collaborators that combine fiscal and human resources<br>• Organization members attend and support other student organizations' programs |
| **Responsiveness and Innovation**<br><br>A readiness to reflect on past successes and challenges, to evolve and meet the changing needs of members and the surrounding community | • Organization solicits feedback from leaders and members on their experiences<br>• Organization promotes a creative approach to operations and programming<br>• Members are encouraged to pursue new ideas |

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# ORGANIZATION OPERATIONS - CONTINUED...

| OUTCOME AND DESCRIPTION | OUTCOME IN PRACTICE |
|---|---|
| ### Diversity and Inclusion<br><br>A dynamic process of involving individuals from different backgrounds to create an environment where they feel a sense of belonging and support across identity and difference | • Members build awareness of and articulate their own social identities<br>• Members consider how identity impacts interpersonal relationships<br>• Members seek out cross-cultural experiences and dialogue<br>• Organization incorporates inclusive language and practices into guiding documents, operations, and programming |
| ### Risk Reduction<br><br>The assessment and reduction of accidental harm or loss through proactive safety measures and response plans | • Leaders are familiar with and follow university policies and processes<br>• Organization examines membership process for potential hazing implications<br>• Organization reports any hazing or other harmful behaviors<br>• Organization develops emergency action plans for programs<br>• Organization follows risk reduction recommendations including related to liability insurance, food safety, and international travel |
| ### Advisor Partnerships<br><br>The collaborative process through which student organization leaders and advisor(s) work to meet the purpose and goals of the organization and larger university | • Leaders meet with advisor(s) on a consistent basis; organization establishes standards of communication with advisor(s)<br>• Advisor attends organization meetings and programs<br>• Organization shares successes and failures with the advisor<br>• Organization balances student autonomy with advisor involvement in decision making<br>• Organization actively involves advisor during leadership transitions |

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# COMMUNITY ENGAGEMENT

Successful student organizations foster engagement
and contribute to communities larger than themselves.

| OUTCOME AND DESCRIPTION | OUTCOME IN PRACTICE |
|---|---|
| **Connection to Student Organizations**<br><br>The dedication to one's organization and the larger student organization community as a diverse and inclusive network where students can find their place to belong | • Organization promotes the variety of student organizations at Ohio State<br>• Organization connects and collaborates with other organizations<br>• Organization participates in larger student organization programming and trainings |
| **Affinity with the University**<br><br>The organization's spirit of connection to Ohio State and commitment to a lasting relationship between the student organization, its members and the university community | • Organization aligns operations and programs with Ohio State's mission and values<br>• Organization develops connections with key campus stakeholders<br>• Leaders sustain relationship with alumnae and maintain alumnae records<br>• Organization has a presence at campus signature and traditional events |
| **Commitment to Social Change**<br><br>A responsible relationship with the community, built by working interdependently with others to address social issues on a local, national, and/or global scale | • Organization participates in community-engaged learning<br>• Organization promotes active dialogues on contemporary issues<br>• Organization builds partnerships with groups working towards social change<br>• Members critically reflect on the impact of organizational operations and programming on a local, national, and global scale |

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# Contact Us

**FOR MORE INFORMATION, VISIT:**
*go.osu.edu/successframework*

**EMAIL US AT:** *csls@osu.edu*

> The Student Organization Success Framework is a collaborative effort of Student Activities staff and colleagues. Our work is informed by the Social Change Model of Leadership Development and the Multi-Institutional Study of Leadership.