



**HARVARD T.H. CHAN**  
SCHOOL OF PUBLIC HEALTH

Office for Student Services

# Strategic Plan

# Academic Years 2021–2024





# Introduction

## *“Supporting Student Success through Superior Student Services”*

is the new motto of the Office for Student Services (OSS) and a call to action for the development of the first strategic plan for the Office for Student Services.

The goal for developing a strategic plan was to articulate the future direction of the Office for Student Services and to ensure the services offered engage students for success through an enriching student life experience beyond the classroom. The plan will be used to help inform decisions related to programs, policies, and overall operations.

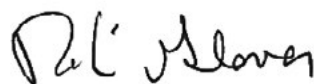
The OSS Strategic Planning Committee spent a large part of the 2020–2021 academic year developing the plan by establishing a process, engaging stakeholders, analyzing data, and developing goals and initiatives that will support OSS’ efforts over the next three years (2021–2024). The plan not only reflects OSS’ five overarching priorities, but specific goals within each unit. Most importantly, the Team took into consideration the Harvard Chan School’s mission, core values, and goals when developing the plan.

Our priorities were based on considerable input from more than 200 faculty members, staff members, and students, who shared their thoughts by completing a survey. The feedback focused on what we do well and what we need to do better.

We have developed initiatives in support of every priority with timelines and metrics to track our progress. The metrics, as expected, will be a work in progress. Implementation of each priority area falls to the appropriate OSS committee with oversight by the OSS leadership team, which includes the Associate Dean for Student Services and the Directors of each Student Services unit.

Our motto reminds us that we are active participants in carrying out the mission of the Harvard Chan School and we have a responsibility to contribute to the success of the School and students.

Please join me in thanking the OSS Strategic Planning Committee and others who were involved in the strategic planning process. We look forward to the implementation of the plan that will provide a useful framework for us as we focus on our work.



**Robin Glover, MBA**  
Associate Dean for Student Services  
Harvard T.H. Chan School of Public Health



# Mission, Vision, & Guiding Principles

## Mission

The Harvard Chan School's Office for Student Services' mission is to provide a quality student experience—from applicant to alumni—by fostering a supportive and inclusive foundation that helps develop well-rounded public health professionals who contribute positively to the School, the University, and globally.

## Vision

To be recognized for offering superior student services that support future public health professionals.

## Guiding Principles

- We believe in **TRANSPARENCY**. We share information, are open and honest about decisions and actions, and provide explanations.
- We believe in **COMMITMENT**. We do what we say we are going to do, are dedicated to the mission, and are fully engaged and present.
- We believe in **COLLABORATION**. We are team players. We listen to each other, volunteer, and jump in to help one another. We look beyond ourselves, work across units, and understand where intersections are.
- We believe in **ENGAGEMENT**. We actively listen and remain present. We are aware and considerate of someone's big picture. We show up and step in.
- We are **RELIABLE**. We are accountable for accomplishing our work. We attend meetings, meet deadlines, or let each other know when we are not able to do so.
- We are **RESPECTFUL** in how we treat others, of time, of each other's work, and of student information. We listen actively and without judgment, and adhere to the golden rule: Treat others as you would want to be treated. We act as role models for the School and its mission, for our office, and for our students.
- We are inclusive. We embrace **DIVERSITY, INCLUSIVENESS AND BELONGING** efforts. We maintain and cultivate safe spaces.
- We are **EQUITABLE** in the services we offer students and how we treat one another. We actively include people in our meetings.



# Priorities & Goals

The OSS committees are charged with developing the implementation plan and determining the timeline for completion, the person or unit responsible for implementing each strategy, and key measures. Each committee will report and make recommendations to OSS leadership, including the associate dean for student services and OSS unit directors.

## Communication and Customer Service

- Provide high quality customer service by being responsive, transparent, practicing empathy, and providing a sense of belonging
- Increase and improve internal and external communications
- Obtain regular feedback from stakeholders

## Maintaining and Advancing Technology

- Catalog and inventory systems being used by students as well as the Student Services Units
- Establish stabilization process for major technology initiatives
- Develop timeline for regular review of all systems
- Coordinate and prioritize project support needs within Student Services technology

## Integrating Data and Operations

- Develop best practices for using technology and systems across Student Services
- Increase understanding of data flow and data mapping between systems
- Increase understanding of ownership and maintenance of data systems

## Wellness: Students and Staff

- Define key components for student success to ensure equitable access to resources for all students
- Increase access to support programs for students across the dimensions of wellness
- Track and monitor student success across multiple offices
- Reduce financial barriers to student success
- Nurture staff development and growth
- Develop and maintain a clear and equitable workplace
- Support a culture of mental health wellness for staff

## Adapting to the Needs of a Changing and Diverse Student Body

- Establish a Student Services committee focused on diversity, equity, and inclusion
- Intentionally foster a culture of student inclusion and belonging
- Identify and ensure access to existing resources and opportunities
- Develop standards within OSS to recruit, retain, and develop staff members that reflect the diversity of the student body



# Student Services Unit Goals

The Office for Student Services includes each of the following units, which have a mission statement and priorities to guide their programs, services, and assessment. Although each unit has a specific mission, each unit's priority is in support of the mission of the School and the success of the students.

---

## Admissions



The Office of Admissions' mission is to attract a diverse student body committed to advancing the public's health. We aim to accomplish this by breaking down barriers and making information accessible through comprehensive and supportive engagement throughout the admissions lifecycle.

## **GOALS**

- Increase accessibility by breaking down barriers to the admissions process
  - Develop comprehensive support and engagement
  - Continuously improve customer service
  - Refine data stewardship and data-driven decision making
  - Optimize operational efficiencies
  - Continue to advance marketing and recruitment initiatives
- 

## Career and Professional Development



The Office of Career and Professional Development meets Harvard Chan students where they are on their individual career journey to empower them in building careers that fulfill the greater mission of advancing public health.

## **GOALS**

- Improve understanding of career coaching and its role in the career development process.
  - Increase employer engagement and recruitment opportunities.
  - Incorporate a diversity, equity, and inclusion lens into all objectives.
  - Engage in ongoing process improvement through the strategic use of data.
  - Inform and support students in the development of their career-readiness and professional skills.
  - Expand career services offered to alumni.
  - Ensure students are aware of and able to access available resources and programs.
-

## **Financial Aid**



The mission of the Office of Financial Aid is to help students meet their goals by reducing financial barriers to education and promoting financial health.

### **GOALS**

- Enhance communication to students, departments, and programs
- Expand student support through additional programming
- Increase federal and institutional compliance measures
- Design and utilize workflow mechanisms

## **Registrar's Office**



The mission of the Office of the Registrar is to contribute to the School's strategic priorities by supporting the work of our faculty, students, alumni, and staff, and responding to the inquiries of the general public.

### **GOALS**

- Enhance and improve communications
- Improving technological advances
- Increase collaborations
- Efficiently meet the changing needs of the school with agility
- Continue to engage and develop team

## **Student Affairs**



The mission of the Office for Student Affairs is to enrich and support the student experience at the Harvard Chan School through a wide range of educational, cultural, and social programming and resources.

### **GOALS**

- Provide clear, efficient communication methods for announcements, events, and activities for students
- Collaborate across academic departments, degree programs, and OSS units to systemically support students
- Provide each student with a consistent onboarding experience to the Harvard Chan School community
- Ensure staffing meets demand and that job responsibilities are reflective of capabilities and bandwidth
- Better leverage technology to support internal operations
- Broaden community engagement via diverse programming



# Strategic Plan Committee Members

**Kathy Austin**  
Director of Financial Aid

**Karen Brown**  
Office Manager for Student Services

**Colleen Cronin**  
Associate Director, Office of Student Affairs

**Charlie Dill**  
Associate Director, Admissions Office

**Alison Hardy**  
Associate Registrar, Registrar's Office

**Ada Horne**  
Assistant Director of Financial Aid

**Robin Glover, Chair**  
Associate Dean for Student Services

**Vincent James**  
Former Director of Admissions

**Sheila Krishnan**  
Director of Career and Professional Development

**Leah Kane**  
Director of Student Affairs

**Alison McAlear,**  
Assistant Director, Career and Professional  
Development

**Kerri Noonan,**  
Director of Admissions

**Joann Wilson-Singleton**  
Registrar



# Objective & Key Result (OKR) Working Groups

## Communication and Customer Service

**Karen Brown**  
Office for Student Services

**Michelle Flewelling**  
Registrar's Office

**Robin Glover**  
Associate Dean for Student Services

**Leah Kane**  
Office of Student Affairs

**Alison McAlear**  
*OKR Leader*, Office of Career and Professional  
Development

**Kerri Noonan**  
Admissions Office

## Technology, Data and Operations

**Kathy Austin**  
Office of Financial Aid

**Colleen Cronin**  
Office of Student Affairs

**Charlie Dill**  
Admissions Office

**Michael Hampson**  
Registrar's Office

**Alison Hardy**  
*OKR Leader*, Registrar's Office

**Mary Lee Venuti**  
Office of Financial Aid

**Joann Wilson-Singleton**  
Registrar's Office

## Wellness: Students and Staff

**Colleen Cronin**  
*OKR Leader*, Office of Student Affairs

**Charlie Dill**  
Admissions Office

**Ada Horne**  
Financial Aid Office

**Leah Kane**  
Office of Student Affairs

**Sheila Krishnan**  
Office of Career and Professional Development

**Alison Hardy**  
Registrar's Office

**Joann Wilson-Singleton**  
Registrar's Office

## Diversity and Inclusion

**Ada Horne**  
Financial Aid Office

**Sheila Krishnan**  
*OKR Leader*, Office of Career and  
Professional Development

**Hilary Lahan**  
Registrar's Office

**Senait Mulu**  
Financial Aid Office

**Kerri Noonan**  
Admissions Office

**Luke Sutherland**  
Office of Student Affairs