



Division of Student Affairs

Right Serving, Right Sizing Plan

Final Report – May 2017

What is Right Serving, Right Sizing (RSRS)?

The goals are for Vice Presidents and their divisions to consider areas that may be reimagined/reinvented, combined with other units, or otherwise changed so that the institution, as a whole, can be the right size for serving the students and the mission of the institution.

- **Right Serving:** What is this unit/division intended to do in support of the campus mission? Is it serving the right number of people effectively? What changes would allow it to serve students and the campus better?
- **Right Sizing:** Is this unit the right size for delivering its mission? What adjustments in staff size and structure could get the unit to the right size?

Process Timeline

May 10, 2016 **FINAL REPORT:** a summary of the process and recommendations (10 pages narrative, maximum, with documentation)

Part I - Right Serving Process

During the 2016-17 academic year, the Division of Student Affairs formed task force committees to evaluate its mission, vision, organizational structure, and assessment functions. Each task force suggested several changes that will be incorporated into Student Affairs' 2017-18 revised organizational structure.

The task force committees were:

- 1.) Strategic Initiative Task Force
- 2.) Organizational Structure Task Force
- 3.) DOSA Assessment and Alignment Task Force

Assessment and Alignment Task Force

The charge of this task force was to complete an internal analysis of current practices regarding divisional assessment processes as they relate to Fredonia's institutional mission and baccalaureate goals. The driving concerns and goals were to:

- Ensure alignment of the strategies and tactics identified in the Strategic Enrollment Management (SEM) Plan with DOSA initiatives
- Identify best practice models and CAS standards to evaluate if we are in compliance with SEM Plan metrics and how we report the implementation and effectiveness of those goals at the division, department, and unit level

Recommendations

In order to develop a culture of assessment within DOSA, the task force recommends the following actions:

- Create a DOSA mission statement.
- Build a set of goals in connection to the University's mission and strategic enrollment plans, as well as nationally recognized CAS Standards and High Impact Practices.
- Develop a process in which units identify appropriate goals, metrics, and reporting mechanisms based on theory and best practices.
- Identify who will manage assessment responsibilities for the division.
- Provide professional development to those implementing assessment efforts.

Organizational Structure Task Force

This divisional task force was charged with examining our current organizational structure and proposing a revised divisional configuration that was based on standards established by the CAS Professional Standards for Higher Education. The task force proposed the following organizational structure:

Division of Enrollment and Student Services

New Departments:

- Enrollment Services
- Student Involvement and Development
- Student Support and Success
- University Police
- Athletics
- Office of Vice President (ESS)

Departments with Functional Units

- **Office of Vice President** – Central Administrative Support
 - Divisional Leadership and Oversight
 - Assessment
 - Budget Management
 - FERPA Compliance
 - Staff Development
- **Department of Enrollment Services**
 - Recruitment (Central Coordination)
 - Admissions (Undergraduate and International)
 - Financial Aid
 - Scholarships (New Students and General)
 - Student Employment
 - Veteran Certifications
 - New Student and Transition Programs (New Unit)
 - Student Orientation
 - Pre-College Outreach (6-11 grade students)
 - Upward Bound
 - 3-1-3 Program

- **Department of Student Involvement and Development**
 - Campus Life and Activities
 - Civic Engagement and Volunteer Services
 - Leadership Programs
 - Student Government
 - Residence Life
 - Student Conduct
 - Student Organizations
 - Clubs
 - Club Sports
 - Greek Life
- **Department of Student Support and Success**
 - Counseling Center
 - Health Center
 - Student Advocacy and CAST (formerly Behavior Intervention)
 - Intercultural Affairs (CMA, International and Keeper of Dream)
 - Veteran and Military Programs
 - Honors and Awards
- **Department of Athletics and Recreation**
 - NCAA Athletic Teams
 - Athletic Administration and Compliance
 - Intramurals
 - Campus Fitness Center
 - Campus Recreation Programs
- **Department of University Police**

Strategic Initiative Task Force

The charge of the Strategic Initiative Task Force was to develop a set of strategic initiative statements for Student Affairs including a new Mission, Vision, and Core Value Statements. In addition, the task force recommended a new divisional name and motto.

Division Name

Enrollment and Student Services

Mission Statement

In support of Fredonia's strategic plan and baccalaureate goals, the division will *create programs and services to support students in their development of skills leading to personal and academic goals, foster responsible citizenship, and enrich the student experience.*

Vision Statement

The division *will strive to provide transformative pathways where students are empowered to develop as leaders, embrace diversity, and become life-long contributors in a global society.*

Core Values:

Student Success: *Creating pathways to transformative learning environments for students and those who serve them.*

Excellence, Collegiality, and Professionalism: *Modeling professionalism through collaborative, ethical leadership, integrity, credibility, respect, consistency, customer service, and effectiveness.*

Respecting Diversity, Inclusiveness, and Global Understanding: *Standing for a sense of community where all individuals are valued.*

Assessment and Accountability: *Continually evaluating and improving practices, in order to hold professionals accountable through the collection and use of assessment evidence.*

Motto/Tag Line: *Pathways to Student Success*

Part II - Right Sizing

In compliance with Right Serving, Right Sizing principles, the Division of Student Affairs new organizational structure:

- Addressed structural soundness and service gaps
- Increased capacity to serve students
- Consolidated administrative functions from other units (Transfer Students and Upward Bound)
- Re-align funding to appropriate support operations

Department of Enrollment Services

Program Enhancements

- Admissions and Enrollment Services moved to a 24-month recruitment calendar for Fall 2017.
- Increased operation hours to include walk-in service for financial aid students.
- Shared Recruitment Calendar with Academic Affairs for increased collaboration, efficiency and more uniform messaging within our outbound communication with prospective students.
- Coordinated with Marketing and Communication to develop needs assessment for all student promotional materials.
- Facilitated partnership between Student Affairs and Academic Affairs to develop the “Destination to a Dream” program with Jamestown Community College.
- Moved Admissions review to a Batch-Admit process for FYFY applications.
 - Decreased time to acceptance from 29 days to 4 days for completed applications (and decreasing # of required documents for students falling in the batch admit criteria).
 - Allowed Deans input into holistic review (FOP Decisions) outside of Batch Admits.
 - Refocused admissions counselors’ time from admitting students to recruiting students.
 - Implemented Instant Decision Days in City of Buffalo and Rochester Suburbs.
 - Standardized Admissions Reporting

Staffing Changes

Financial Aid

- Current Operation – Two Asst. Directors & Two FA counselors (with AVP support)
- New Operation – One Director, One Asst. Director & Two counselors (operation expands to centralize scholarship process & certification of Veterans)
- Director, One Asst. Director, Coordinator position revised, and one coordinator remains unchanged.

Admissions

- Current Operation – Flat with no separation of functions (5 Asst. Directors, one Associate Director vacancy, and temporary floater position with permanent funding)
- New Operation - upgrade two Assistant Directors to Associate Directors over Recruitment and Operations
- Permanent placement of Regional Admissions Recruiter for NYC

New Student & Transition Programs

- Director and Asst. Director
- Expansion of services include Transfer Student Support, Upward Bound, and Pre-College Outreach

Department of Student Involvement and Development

Program Enhancements

- Re-organization of Greek Life to enhance accountability and coordination of Greek-Lettered organizations.
- Developed of a student programming board to promote routine non-academic student activity on campus.
- Residence Life worked with Admissions and CMA to provide coordinated on-campus accommodations for enhanced recruitment initiatives.
- Propose a new collaborative position with Athletics in which assistant coaches receive housing for operational assistance in residence life.

Staffing Changes

Campus Life

- New operation – Dean of Students and Director of Campus Life

- Combined programming unit with Campus Life, Student Association, Housing, Greek Life, and Student Conduct.

Department of Student Support & Success

Program Enhancements

- CMA created a summit for male students of color. The summit is designed to provide a safe space for male students of color to identify the issues that specifically men of color face; and how those issues intersect with their academic careers and ultimately their professional careers.
- Food Pantry - This collaborative effort was launched fall 2016 with the Health Center, Campus Life and Counseling Center leadership coordinating the program. Soliciting donations from faculty and staff, the Food Pantry was stocked through the last week of classes and final exam week in December 2016. The Food Pantry donated leftover supplies to the Feeding Fredonia program in the Fredonia community.
- Health Hut - This wellness initiative was launched in spring to provide psych-educational wellness programming to students (primarily in *Academic classes* and *Residence Life*).
- Expansion of group therapy program - In an effort to meet the growing demand for services, the CC revised, strengthened and grew the group therapy program. In fall 2016, the CC ran 12 groups serving 18% of our clinical population through group therapy. In previous years, we had only serviced a maximum of 10% of our clinical population through group therapy.

Staff Changes

Center for Multicultural Affairs (CMA)

- New Operation – CMA and International Support Services will combine in a new Unit called “Intercultural Center” with staffing changes to Director.

Counseling Center

- Creation of new position, Mental Health Counselor. (experience working with students from diverse backgrounds).

Veteran Support Services

- Certification of Benefits will move to Financial Aid with support services for Veterans and Center operation moving to Department of Student Support & Success.

Departments of Athletics & University Police

External Reviews

- Two units in DOSA will participate in external evaluations as part of the RSRS process. University Police and Athletics will receive a review from an external reviewer(s) and a campus-wide panel of stakeholders (non-unit and unit representatives).
- Attached are external reviews for Athletics and University Police.