

From: Land, Nancy L
Sent: Friday, December 05, 2008 8:35 AM
To: KO-FACULTY; KO-STAFF; KO-ADJUNCT; KO-HOURLY
Subject: Transition Newsletter

Dear Campus Community,

With Thanksgiving behind us, the semester and calendar year will soon draw to a close. Before we enter the final frenzied weeks of the semester, I wanted to take a few moments to reflect and report on some of the key initiatives and issues we have been working on and to indicate where we will be challenged and also find our opportunities in the coming year. In particular, I want to discuss the direction we are headed in as we restructure campus advising, prepare for our HLC accreditation visit, develop the 2009-2010 budget, and continue our work in diversity and other key components of our Strategic Plan.

Restructuring Campus Advising

As we have reported earlier, after lengthy review of the report of the NACADA consultant on campus advising by the Student Success Committee, Administrative Council, Deans Council, Advising Committee, and Cabinet, I have accepted a number of key recommendations as follows:

* Create the position of Assistant Vice Chancellor for Academic Affairs in Student Success and Advising. The creation of this position was one of the recommendations of the NACADA report (see RSS Feed) that received universal approval. Elevating the position to assistant vice chancellor was an option the report suggested we consider and, recognizing the centrality of advising to student success, I have determined that the scope of this position warrants an appointment at the assistant vice chancellor level. This new position's duties are outlined in the attachment prepared by Interim Vice Chancellor for Academic Affairs Sarratore; I expect the new AVCAA will play a significant role in moving campus advising beyond scheduling to a more meaningful educational and developmental component in the experience of our students. I expect this position and the related restructuring to have a positive impact on student success, retention, and persistence to graduation. As the title suggests, the position will report to the Vice Chancellor for Academic Affairs and, effective July 1, 2009, all campus advisors will report to the new AVCAA with a dotted line report to their respective deans.

The new AVCAA, along with our advisors, will lead the development and implementation of a campus-wide mission for advising; identify and integrate specific learning outcomes into a new coherent, campus-wide advising program for all advisors. Additional duties may be identified by the campus working group I have assigned to plan and implement our new advising structure. I

expect that all the components of the new structure will be in place by fall 2009. There is much work to do to move beyond planning to the implementation of our new advising structure.

Therefore, I believe the appointment of the new assistant vice chancellor needs to be in place no later than January 2009.

As I considered this position and consulted with others on who could best help us move this process forward, it became evident that we needed an individual whose experience encompasses the many and varied functions advising performs on campus, including orientation, new student convocation, SIS, SES, advising policies and practices. The position would also need a leader skilled at working with all campus constituencies as the new advising mission and programs was being developed and implemented.

The one individual on campus who fulfills all of these criteria and who does not hold faculty rank (please recall the NACADA report concluded that the entire campus agreed that it was time for faculty to step away from formal advising and assume the role of mentor to students in their majors) is Gerry Stroman, our current director of UDIV and Affirmative Action Officer. I believe her experience in all of these areas, including her work as Affirmative Action Officer and the chair of the campus Diversity Committee recommend her for this new position. It is my intention to appoint her to the new position as soon as possible. I hope you will concur with this decision and congratulate Gerry as she takes on these new responsibilities.

As UDIV is phased out, we will reallocate the resources that have supported this unit to cover a large measure of the restructured advising program, including the new assistant vice chancellor position. That is not to say we will not require future investments in advising. We will certainly need to assist in the professional development of our advisors as indicated in the NACADA report. At the same time, I am hopeful that this restructuring and refocusing of advising will yield both greater effectiveness and efficiencies in our advising program, enabling the campus to avoid costly investments in addition full-time advising and advising support personnel.

Higher Learning Commission Self Study

I am pleased to observe that a complete draft of the self study has been reviewed by the Cabinet. The review was led by Sue Sciame-Giesecke and Sharon Calhoon, quite the dynamic duo. We are indeed fortunate to have both of these bright, energetic, experienced and dedicated women in campus leadership positions. They enabled our discussion of the structure and substance of the self study, taking copious notes for the next draft.

The story the self study tells is a worthwhile read; it is positive in time while never flinching from the serious challenges the campus is facing. I believe it is a well crafted document that

maintains its coherence (as much as is possible given the constraints of an often overlapping and intertwining set of criteria and core questions designed by the HLC), provides ample evidence to support its claims, and presents the campus as a thoughtful aggregation of faculty, staff, and students who understand the fundamental mission of the campus, plan to achieve the mission with its resource allocations and activities, and assess, reflect upon, and respond to the outcomes of its many and varied operational components.

I hope you will indulge me as I thank now and frequently our HLC Self Study co-chairs, Sue and Tim Sehr, as well as all the Criteria Team chairs, their teams, as well as our writers, editors and data and resources room organizers without whom the creation of the self study could not have happened. I am especially pleased to note that this process has helped to identify both our strengths and successes and our ongoing challenges. In particular, as you review the document electronically, I urge you to pay attention to the last two parts of each criterion's section of the document: Challenges and Toward the Future. It is important that you let us know if there is something major that we have missed and it is equally important that you are mindful of our challenges and future plans as we meet our HLC visiting team in April.

Budget Development 2009-2010

We are all aware that this year's budget development process will take place against a backdrop of a global economic crisis unprecedented in our lifetime. No sector of the nation or world will be unaffected by the international economic meltdown and our nation's and the world's response to it. Already, I have learned of substantial cuts to public higher education in other states and we have been directed to slow down non-faculty hiring by the IU Vice President for Administration. Four years ago, the state Budget Office withheld one month of our state appropriation (\$863,000) and I have submitted a contingency plan that addresses our response in such an eventuality. Our approach to such a budget shortfall would be to use a combination of salary savings and general fund reserves to cover our current-year operating expenses. At this time we are confident we have sufficient resources to offset a budget shortfall and maintain our operations at the current levels of funding.

At the same time, current levels of enrollment and state support will not allow us to maintain current levels of operation and move forward with several key strategic initiatives, including responding to the data provided by the Task Force on Faculty and Professional Staff Compensation, or new initiatives from various sectors of the campus that are focused on implementing the campus Strategic Plan. In a period of budgetary constraint, I believe it will be critical to communicate more effectively to the entire campus community about our fiscal circumstances, what we are doing to save money and contain costs, and to involve the campus

fully in framing the options for investing our limited discretionary dollars, including decisions on the reallocation of resources. I will be using an expanded Administrative Council and frequent communications to keep you informed and involved. I have asked John Ross to invite the faculty Budgetary Affairs Committee to sit in on meetings when the budget is on the agenda.

In one or two years, the economy will begin to cycle upwards again. The key question is: will we have prepared ourselves, our students, and our region to respond to a more robust economic environment? This must include enrolling and graduating additional students; continuing our development of overseas and global studies opportunities for students and faculty; supporting the economic development agenda of the region; and enhancing existing programs to enable us to address the educational needs of students in a 21st Century global environment.

I am confident we can do these things; moreover, I believe that we can use these difficult times to create a stronger connection between what we do and who we say we are, based on the campus' mission. We will need to revisit those activities that may be too far out on the periphery of our mission to be sustainable. We can come through this period far more focused on our mission and on the programs and activities that are critical to the success of the mission. These are spoken of through our Strategic Plan and the HLC Self Study, so I expect us to refer to these documents frequently in our budget deliberations.

Diversity

One of the continuing challenges the campus faces is in the area of diversity. Despite our long-term efforts and some short-term successes in attracting a more diverse faculty, staff, and student body, the campus has been unable to sustain the levels of diversity that current literature suggests enhances the educational experience of all students and fosters greater levels of civic engagement and tolerance in our graduates.

I am pleased to observe that the campus actively embraced President McRobbie's Diversity Initiative, submitting a total of twelve proposals. The campus sent forward three proposals, several of which were combined into one; moreover, we will use existing resources to support several other proposals primarily focused on faculty and staff development. We expect to hear about how our proposals fared by mid-December.

At the same time, even if all three proposals are approved and funded, the campus will need to integrate the resources and activities of the proposals into its larger continuing efforts to implement the goals of the Strategic and Diversity Plans. I will be relying on the leadership of the members of the Diversity Committee and the Committee's chair, Gerry Stroman to help the

campus identify additional resources within our programs and personnel, and to align these resources with our diversity priorities and objectives.

As you can see we have a great many opportunities as well as some challenges facing us this coming spring. I believe the opportunities by far outweigh the challenges and that the campus has a bright future. I look forward to a renewed vigor and focus in our advising program; to a successful HLC visit; to building a budget that expresses our mission in its allocations; and to a more diversified campus in all of its programs, activities and personnel.

I know your lives are becoming more and more hectic as the semester comes to an end, but please do take some time out of your busy schedule to join Janine and me on December 12th at the Kelley House Winter Wonderland Party. I look forward to greeting each of you and celebrating the semester's conclusion and the joy of the season together. Until then, stay safe and keep in touch.

Best regards,

Stuart Green

Interim Chancellor

Assistant Vice Chancellor for Academic Affairs in Student Success and Advising

Summary

The Assistant Vice Chancellor for Advising and Student Success (AVCSSA) reports to the Vice Chancellor for Academic Affairs is responsible for the intentional coordination, approach and delivery of academic advising, as well as programs and activities that relate to advising and retention on the IU Kokomo campus. The AVCSSA provides supervision to all professional and hourly advisors and support staff in the advising centers. The AVCSSA also will assist the Vice Chancellor for Academic Affairs in coordinating and evaluating programs and activities and will manage the budgets for the advising center and orientation.

Specific responsibilities will include:

Advising Policy

- < Facilitate the creation of a clear identity for academic advising on the IU Kokomo campus.
- < Develop an outcomes-based (student learning and advising delivery) assessment plan for academic advising.
- < Change the campus language regarding student progress to focus on student success.
- < Articulate student learning outcomes for the academic advising program.
- < Develop advising policies and procedures.
- < Assure that advising serves as a key retention and graduation strategy.

Administration

- < Provide overall leadership and management in the design and delivery of campus-wide advising services.
- < Serve as a member of the Deans' Council
- < Serve as a member of Academic and Administrative Councils.
- < Chair the Academic Advising Council.
- < Provide oversight of the program budgets.
- < Consult with areas responsible for admission, registration, testing, academic standards, outreach/recruitment, curriculum/instruction, and business services.
- < Assist the Vice Chancellor for Academic Affairs in coordinating, planning and evaluating programs and activities for the campus and provide data reports.
- < Coordinate campus student success activities
- < Work with deans and directors to achieve and maintain retention goals for their schools and divisions.
- < Work with Admission Office to develop and implement a plan to matriculate newly admitted students.

Personnel

- < Create an academic advising team that works collaboratively with all university departments and schools/divisions.
- < Direct a training program and coordinate professional development opportunities for academic advisors.
- < Provide appropriate recognition and reward structures for advisors.

- < Lead the advisors towards a model for developmental advising.
- < Create a professional development plan for academic advisors.
- < Hire, supervise, and evaluate advising center and orientation personnel.

Communication

- < Facilitate the creation of a clear identity for academic advising on the campus.
- < Work with internal and external partners to integrate advising efforts across the college.
- < Develop and maintain a collaborative working relationship with the deans, chairs, and directors of the schools, departments, and divisions on campus.
- < Be the key individual who disseminates critical advising related information.
- < Communicate policies and procedures for academic advising to faculty, staff, and students.
- < Create an academic advising portal to support the needs of students, faculty and staff.
- < Develop a process that includes students, faculty, staff, and alumni to garner input about academic advising.
- < Assure that information about academic advising is easily found within the university bulletin, website, and printed materials.

Orientation

- < Develop, organize, and implement the campus New Student Orientation Program.
- < Assure coordination of all campus units in support of the Orientation Program.
- < Provide oversight for the new student convocation.
- < Supervise orientation personnel.

Other

- < Advise students as needed.
- < Perform other related duties incidental to the work described.

Qualifications

Master's degree in counseling or a related field

Minimum five years of experience as a supervisor, in management and/or counseling.

Minimum five years of experience in academic advising

Must be able to use SIS system and other software as appropriate.

