

From: Land, Nancy L
Sent: Friday, September 26, 2008 8:43 AM
To: KO-STAFF; KO-FACULTY; KO-ADJUNCT; KO-HOURLY
Subject: Transition Newsletter

Categories: Red Category

From: Stuart Green
Sent: Friday, September 26, 2008
To: KO-FACULTY; KO-STAFF; KO-ADJUNCT; KO-HOURLY
Subject: Transition Newsletter

Dear Colleagues:

Over the past few weeks, the campus has gotten to know the new campus leadership, including me in my new role as Interim Chancellor. I hope you are continuing to check your RSS Feeds for information on the critical challenges and opportunities facing the campus. We are now posting minutes from our Cabinet and Administrative Council meetings, along with the materials used at these meetings for discussions and decision-making. As you read these remember that you are welcome to forward any comments and to use your red tickets for face time with me.

Enrollment

Last week at the Board of Trustees, I was asked to speak to our decline in enrollment. I pointed out that the 5.1% decline in student headcount and our 8% decline in credit hours was largely due to our strategic decision to drop the Associate Degree in Nursing. While our BSN has grown to be our largest program (467 students), the loss of 121 ASN students is simply too great a number for the campus to manage in one year. The good news is that we are up in graduate enrollment; in Education; and we have the highest percentage of minority students in the history of the campus (8.5%). I believe our future will be bright, but we do have challenges and opportunities that need to be addressed in order to ensure our current and future success. Tim Sehr explained to our Advisory Board members last night that our enrollment was down only about 1%, if we compare to budgeted credit hours, rather than comparing to last year's actual numbers. He observed that we knew we were going to take a hit in the loss of the ASN.

We have begun to take up a number of these challenges and opportunities with Administrative Council, Cabinet, University Vice Presidents, and individual faculty and staff. Over the next few transition letters, I will look at one or two challenges and opportunities to keep you informed about what we are working on and where we are headed. Again, I hope you are reading the Chancellor's RSS Feed on a regular basis to stay informed on key issues and deliberations.

Advising

As you may know, the campus has been wrestling with the efficacy of our advising program for some time. During the funding cycles of the University's Commitment to Excellence Program, we committed additional funds to increase and improve advising. At the same time, it has been evident from our NSSE data that students did not perceive that we had a program that was meeting their needs.

Fortunately, I could turn to UDIV Director, Affirmative Action Officer, and the chair of our Advising Committee Gerry Stroman for guidance and assistance in addressing this concern. She took on this project as she has led numerous initiatives for this campus, with the highest degree of dedication and professionalism. As a result of her efforts we secured a wonderful NACADA consultant that Gerry worked with to design a visit that would elicit input from staff, faculty, and students, and provide a report that could guide the campus in improving its advising program. As a member of the Student Success Committee, Gerry worked with the chairs, Stacey Thomas and Ann Cameron to bring appropriate options for changing our advising structure to the Administrative Council. After much discussion, the recommendations of all were considered by Cabinet and it has recommended significant changes. One of these changes calls for the disaggregation of University Division and the redistribution of UDIV students and personnel.

At this point, let me say that the campus and I owe a tremendous debt to Gerry Stroman, not only for her leadership which brought us to these difficult decisions on advising, but for her ongoing leadership in developing our student orientation program, new student convocation, our system for assisting students with disabilities, and her ongoing work on behalf of diversity and equity on our campus. Her voice has been the one to remind us over and over again that we need to look for and hire talented people who look, speak, and think differently from the majority on our campus.

I have heard that some may feel the disaggregation of UDIV means that Ms. Stroman no longer has a central leadership role to play on the Kokomo campus. Let me set the record straight. We will be looking at two new positions; Gerry Stroman would be a wonderful asset in either one of them. She has earned a leadership position over many years by leading in areas that have been critical to the success of the campus. Moreover, she brings a tremendous wealth of experience and a vast set of skills to any undertaking.

As the campus makes difficult transitions, as things change, I want you to know my expectation is that it will be our faculty and staff; long-time individuals like Gerry and Oleatha, and, newer ones like Carlos who will help us in making the changes we need to serve our students and the campus. We will certainly make changes to the campus as we respond to changes in our internal and external environment. At the same time, at the heart of any organization is its people and we know that it will be through our people, people like Gerry Stroman and her staff that we will be successful in responding to a changing environment as we continue to work to fulfill our mission.

Please see my charge to the group assigned to develop our new advising model below.

Memorandum

TO: Vice Chancellors Sarratore, Sehr, and Tharp, and Affirmative Action Officer and UDIV Director Stroman
FROM: Chancellor Stuart M. Green
SUBJECT: Charge to Develop and Implement a New Campus Advising Program
DATE: September 25, 2008

Having reviewed the NACADA Consultation visit report and recommendations of May 19-20, 2008, the Student Success Committee report on advising, and having consulted with Administrative Council and

Cabinet, I am charging Vice Chancellors Sarratore, Tharp, Nowak, and Sehr, and Affirmative Action Officer Stroman to restructure the campus' advising program based on the following parameters. These parameters have been derived largely from the reports noted above, as well as the ideas, issues, and proposals offered by the members of Administrative Council and Cabinet.

I wish to thank everyone involved in leading and engaging in this difficult discussion and decision for change. Moreover, I wish to make it clear that the changes we are proposing are possible because of the dedication and talent of our professional advisors. Our goal in this process is to align the work of these knowledgeable and important individuals with the campus' compelling need to assist our students to be successful, persist, and graduate. This process does not reflect any criticism on our advising team or the work of those who have been leading our advising efforts these past several years. Rather, it has been the work of these individuals over the years and their candor and self-reflection in the consultancy process that gives me confidence that we can have a more robust, focused, learning-driven, consistent, and more student centered advising program than is possible under our current advising system. The following parameters are offered to guide the work of the vice chancellors and our affirmative action officer, as they reshape the campus' advising program:

- The plan will include a campus-wide Director of Advising (DOA) position which will report to the Vice Chancellor for Academic Affairs. All campus professional advisors, full and part-time will report directly to the new DOA and maintain dotted line reports to the deans and/or chairs and/or directors in the units to which the advisors are assigned.
- The plan should address the specific responsibilities and goals of the new DOA per the NACADA consultancy's recommendations, current campus practice and additional best practices as identified in the NACADA literature and other organizations and individuals with acknowledged expertise in the area of student advising and success.
- The working group should make specific recommendations aimed at creating greater visibility for our advising program, including a web page dedicated to advising.
- The plan must distribute advising loads equitably among our existing professional full-time and part-time advisors; the current number of professional advisors is 8.5. The campus anticipates adding a .50 position in professional advising by reallocating responsibilities in an existing position. According to NACADA standards, it is appropriate to seek a 1 to 250 ratio of advisors to students. Our objective should be to align our advising resources in ways that will move us towards the NACADA standard, while providing greater accessibility to advisors for students who are currently underserved.
- We will use as appropriate and necessary cross-programmatic advising clusters to achieve better alignment of resources and demand without expecting advisors to acquire expertise across all programs.
- The plan should make recommendations for the placement of advising clusters at appropriate sites across campus. That is, sites that will facilitate accessibility of advisors for students, as well as a faculty and administrators.
- A timeline should be identified for ending faculty advising responsibilities and shifting the faculties' role to mentoring students in their respective majors.

- A plan for disaggregating University Division and redirecting its counselors and clerical staff should be submitted. The plan should be consistent with achieving the objectives above.
- A plan and timeline should be submitted for meeting with, counseling, and reassigning all UDIV students to new majors by November 1, 2008.
- A budget should be prepared for staff development.
- A set of outcomes, measures, and a methodology should be identified to evaluate the above changes at the end of the current academic year.
- The group should make clear recommendations for the reassignment of non-advising duties currently housed in UDIV. While it is expected that the majority of these duties (i.e., orientation, freshmen convocation, chairing the Advising Committee) will fall to the new DOA, per the bullet above on the responsibilities of this new position, this office also assists students with disabilities and has other duties that will need to be identified and reassigned.

Given the length and complexity of the list above, I realize that achieving this transition by November 1, 2008 is a very ambitious timeline. I urge the group to do their very best to reach this goal so we can work the kinks out of the system and have a fresh approach by the first of the new year.

Diversity

I mentioned diversity earlier and I want everyone to be aware that President McRobbie has initiated a bold new diversity initiative and put \$1,000,000 behind this project. You will find additional information on the Chancellor's RSS Feed in the Cabinet minutes of September 22nd. This is an exciting project and all good and innovative ideas are welcome. As you think about this project, try to connect your work and the work of your unit or academic program to the areas of diversity indicated by President McRobbie: Leadership, Campus Climate, Curriculum Development, and Representational Diversity. Ask yourself if what you are doing or planning has or could have a meaningful diversity component. Speak to your dean, chairs, director, or vice chancellor and consider preparing a proposal. Please see the application form below.

Application

President's University Diversity Initiative

Office of the Vice President for Diversity, Equity, and Multicultural Affairs

The President's University Diversity Initiative is a \$1 million commitment to fund meritorious proposals that support the continued development of the racial, ethnic, and cultural diversity of all campuses of IU and improved equity of access for IU students from underrepresented communities. Any unit of Indiana University is eligible to apply for funding under this initiative.

Proposals should address at least one of the four dimensions of diversity outlined in the Campus Diversity Plans: Institutional Leadership and Commitment; Curricular and Co-Curricular Transformation; Campus Climate; Representational Diversity. Each proposal will be assessed on its own merits relative to the goals, objectives, and strategies set forth in the Campus Diversity Plan for the campus of the applying unit. The maximum time frame for any

given proposal is three years. Proposals will be reviewed competitively and funds will be awarded on the basis of the proposal's priority score ranking.

This application is to be used for the submission of proposals. Additional pages may be used as necessary, but the length of the proposal, including appendices, should not exceed 5 pages.

Proposals should be submitted to the Office of Diversity, Equity, and Multicultural Affairs, Bryan Hall 115. To be considered eligible for funding, proposals must be received by November 3, 2008.

Applying unit:

Academic Administrative Support Other (specify): _____

Primary Contact Information:

Name: _____

Email: _____

Unit: _____

Campus: _____

Total Funds Requested: _____ Project Period: _____

Diversity Dimension(s) to be addressed:

- Institutional Leadership and Commitment Curricular and Co-Curricular Transformation
 Campus Climate Representational Diversity

Purpose Statement:

Please give a short overview of how you plan to use the funding and what you expect to accomplish with the funds. What are the overall goals for your project?

Detailed Plan:

Goal:				
Measurable Objective	Key Action Steps/Activities	Expected Outcome	Budget Resources Required	Timeline for Completion

Sustainability:

Please specify how your unit/campus will sustain the proposed initiative(s) after the project award period.

Detailed Budget Narrative:

Please provide a detailed narrative justifying the anticipated use of the requested funds for each year of the project period.

Provost/Chancellor Approval:

Signed: _____ Date:

Advisory Board

We had a very active, engaging Campus Advisory Board meeting. Trustee Talbot attended and made remarks and we introduced new deans and Interim Vice Chancellor Sarratore. Sue Sciame brought the members up to speed on our progress toward reaccreditation, and the new deans made brief remarks related to the work their units were doing related to our Strategic Plan. I also spoke about our progress on the Strategic Plan, as did Vice Chancellors Tharp and Nowak, and Fred Hakes provided an update on our work on the WIRED grant. Again, we will get all of this to the RSS Feed ASAP.

I wish to thank all of our staff mentioned above for their excellent presentations. I received very positive feedback from Trustee Talbot and our members, despite the meeting running long.

Until next time, stay safe and keep in touch.

Best regards,

Stuart M. Green
Interim Chancellor, Indiana University Kokomo
sgreen@iuk.edu
756-455-9225