

Student Affairs and Enrollment Management
All-Unit Meeting
April 25, 2005

Good morning! I am very pleased to welcome you to today's all-unit meeting. Please go ahead and enjoy your breakfast as I take this time to share with you my thoughts on student affairs and enrollment management as we move forward into the coming year and the coming decade. Before I begin my formal remarks, I would like to recognize student affairs' staff members who have excelled in endeavors beyond their jobs in the unit this past year. When I call your name, please stand to be recognized:

Stacie Jeffirs will graduate from IU South Bend in August 2005 with a Bachelor of Arts in Mass Communications with a concentration in Journalism.

Jeff Johnston has completed the Indiana University **Management Training Series**, a year-long program that included such topics as Team Building, Leadership, Managing Performance, Becoming a Change Leader, Creating a Service Culture, and Managing Multiple Priorities.

Lauren Cikara has been a leading force in establishing The Young Professionals Network, a professional development program of The Chamber of Commerce of St. Joseph County. The group was formed to encourage young business professionals in north central Indiana and southwest lower Michigan to become actively involved and engaged in area business and the future of the region through networking, the exchange of ideas, and professional development.

Elonda Hamilton will be recognized for volunteerism at this week's YWCA Tribute to Women. Elonda was a founding member of *Mamas Against Violence*, a local group of mothers who have lost children through gun violence. They have formed a support group for the women,

have lead marches against violence, and have put on workshops to raise awareness about black-on-black male killing.

Karen White was again elected At-Large Common Council Member for the City of South Bend and is the **Council's Vice-President**. Karen serves as **Chairperson of the Council's Health and Public Safety Committee, and Chairperson of the Council's Community Relations Committee**. She also serves on the Council Rules Committee, Personnel and Finance Committee, Public Works and Property Vacation Committee, and the Residential Neighborhoods Committee. She has served on the Common Council for six years.

Charlotte Pfeifer was elected as the 2nd District representative of the South Bend Common Council and is the **Council President**. Council President Pfeifer is also the **Chairperson of the Council Rules Committee and Chairperson of the Sub Committee on Minutes**. Charlotte has served on the Common Council for 10 years.

Joining us this morning is Doug McMillen, chair of the faculty senate student affairs committee. The committee plays a key role in establishing policies that support our mission and in informing the university community of our goals, services, and accomplishments. I am very pleased that Chancellor Reck is also able to be here this morning. One of her first actions as chancellor at IU South Bend was to recognize the importance of student affairs and enrollment management by recreating a cabinet position to represent the unit. Together, everyone in this room will play a critical role as we move forward, successfully capitalizing on opportunities to realize our mission.

Our mission reads:

As part of a student-focused university, IU South Bend student affairs staff will support the university mission through collaboration with the IU South Bend faculty, staff, and administration to provide programs and services that encourage and increase prospective student interest, current student progress, and graduating student success.

In short, every interaction, with every student must be guided by our commitment to helping students succeed at IU South Bend and in life.

To realize our mission we will continue to commit ourselves to service based on:

1. Interactions not transactions
2. Cooperation not separation
3. Education not regulation
4. Leadership that is team- and service-centered not office- and function-centered

Interactions not Transactions

I was greatly honored this past January to be appointed Vice Chancellor for Student Affairs and Enrollment Management at IU South Bend. My appointment, while personally gratifying, is most importantly a reflection of the hard work and dedication to student success of each of you over the past three years. With enormous hearts, you have pulled together to create a new, revitalized student affairs unit. With limited resources, you have worked together to handle daunting challenges including, among others, substantial enrollment growth, pressure to retain current students, and PeopleSoft implementation. You all have a lot to be proud of. **Building on these successes, we are ready to embrace new opportunities.**

From the beginning, Chancellor Reck has demonstrated her commitment to, and belief in, the role of student service professionals in contributing to the success of our students. Her addition of “enrollment management” to the vice chancellor title is a very important indicator of her vision of the job still ahead of us and of her faith in our ability to play an important leadership role in campus-wide enrollment management initiatives. In her vision, comprehensive, strategic planning permeates the culture of the university and every member of the university community must champion enrollment goals.

To respond to this opportunity, we must always remember that enrollment management is not a set of separate student transactions labeled admissions, financial aid, and so on. Rather, enrollment management is a university-wide process that touches every aspect of institutional function and culture.

What does this mean for us and for the students we serve? Students do not define their needs and concerns based on administrative boundaries. Our success in the future will depend on academic advisors, classroom faculty, and student affairs staff working together to interact with students in ways that allow us to see the whole picture.

I envision continued growth of the one-stop center to provide service based on a three-stage interaction with students including a student-to-student triage, frontline student affairs generalists, and functional experts such as those in financial aid. Back room processing will be centralized where possible.

Quality service will continue to be marked by friendly and caring interactions with students to determine the nature of their concerns, needs, or problems and, by prompt, accurate attention to those concerns. When possible, we will walk students through their problem, to a solution. If an on-the-spot solution is not possible, we will follow-up with the student within 48 hours. If the problem takes longer to solve, we will stay in touch by phone or e-mail to apprise students of the progress being made. Whenever possible, we will honor the one-stop concept by making contact with other units across the university, rather than just sending students to other campus offices.

Cooperation not Separation

There is a growing campus realization that “learning environment” means more than just what goes on in the classroom. As this realization grows, we will see a new emphasis on the quality of student life as a component of academic success.

As we move forward there must be an increased blending of responsibilities between faculty, information technology, marketing and public information, administrative and fiscal affairs, and student services. Traditional student affairs offices will find their walls disappearing and their functions blurring as all faculty and staff become accountable for recruitment and retention.

Today we can point with pride to a number of successful areas of cooperation including a bold new student orientation program as well as expanded programming in tutoring, Supplemental Instruction, the writing center, disabled student services, diversity and minority student enhancement, career services, on-tour and student scholarships -- all marked by academic and student affairs partnerships.

In the coming year, our new full-time men's basketball coach will have responsibilities that serve both athletics and School of Education programs. We will work closely with academic affairs and marketing and public information to develop recruiting and retention partnerships based on common enrollment management goals.

And across student affairs, every unit will join together to expand the Student One-Stop center to provide education support services that are easily accessible to all students.

Each step we make is taking us closer toward our dream of a one-stop center where students can access admissions, financial aid, scholarship, academic support, career and internship, bursar, parking, housing, and registration services. To complement the one-stop center, we will work closely with information technologies to enhance a new service model based on the expectation that 90 percent of students will be able to personally handle their university business electronically. In most cases, students will get online, not in-line.

For over a decade, student affairs' literature has recognized the one-stop center as a best practice in higher education, putting service at the heart

of the university. The reality in most universities is that these functions are still separate silos. We have made great progress over the past several years by bringing services from locations across campus to one location in the administration building but, sometimes, despite our best efforts, students still experience the frustration of being passed from office to office.

To realize our vision of one-stop service, make the best use of our resources, and provide quality service; we will continue to develop partnerships, rethink our current counter service model, merge common processing functions, and recommit ourselves to cross-training and professional development to help us help students.

Education not regulation

We have also made tremendous strides these past three years in developing student affairs Web pages that provide around-the-clock student access to self-help electronic information and communication systems. We are committed to eliminating roadblocks designed to regulate when and where students can get the information they need to understand and navigate the system.

We will continue to work toward freeing you, the student affairs' staff, for face-to-face problem solving by placing a high priority on educating students on the use of online services, finding ways to provide expanded electronic services, and training students working in the one-stop center to teach other students how to handle routine inquiries online. When students ask "why" or "how" we will make every effort to provide the information necessary for them to become independent users of our services.

Leadership that is team- and service-centered not office- and function-centered

I believe that if we continue to develop these initiatives, the Indiana University South Bend Office of Student Affairs and Enrollment Management will be recognized as the best provider of friendly, caring,

prompt, and accurate student, enrollment, and athletic and recreation services in North Central Indiana and Southwest Michigan, **and** will be hailed as a model of organizational best practices among our professional peers.

We will build this reputation on a foundation of cooperation, interaction, and education; **anchored** by leadership that is team- and service-centered, and **supported** by caring and highly competent staff.

For the past two years, the registrar and directors of admissions, financial aid, student scholarships, and international student services have worked together with me to coordinate enrollment management efforts across the unit. Because of their hard work, we are in the position today to take the bold steps necessary to build an enrollment services unit that models best practices by tearing down service divisions that challenge students' patience, and by merging procedures, staffing, technology, and facilities to improve service. Together, enrollment services will make the transformation from stop-and-go units to one-stop service as integral partners in the one-stop center.

With this target in mind, I have asked the chancellor to allow me the opportunity to more clearly define the interrelatedness of the functions of student affairs and enrollment management by collapsing our current administrative structure into three primary reporting units. These units are student services, enrollment services, and athletics and recreation. The units will be administered by Karen White, serving as Associate Vice Chancellor for Student Services; Michael Carroll, serving as Registrar and Assistant Vice Chancellor for Enrollment Services; and by Jeffrey Walker, serving as Executive Director of Athletics and Recreation.

In other changes this year, student life director Marvin Rasch will make an administrative move from athletics and recreation to student services to facilitate a closer partnership with orientation, student leadership programming, and new housing responsibilities being assumed by Rick

Dennie who will serve as director of student support. Charlotte Pfeifer will become Director of Campus Diversity and Judicial Affairs, and Robert Bedford will become Director of Multi-Cultural Enhancement. Amy Henkelman will become Assistant Director of Recreational Programs and Marcus Manning will become Assistant Director of Athletics and Director of Sports Information.

Across student affairs and enrollment management, all of our offices will reshape themselves in one way or another in the coming years. Responsibilities will blend, and artificial barriers between offices and areas will recede. Karen White, Jeff Walker, Mike Carroll, and I are committed to providing leadership that is team- and service-centered, and to building, with you and others across the university community, the cooperation, interaction, and educational opportunities necessary to accomplish our mission and realize our vision.

Thank you.