



January 30, 2013

Colleagues,

Over the past several weeks, I have analyzed and contemplated many changes regarding the organization structure of the Division of Student Affairs. The primary goal and focus of this undertaking is to ensure proper organizational alignment with the strategic goals of our University. This analysis includes many conversations with members of the division itself, ASEOU leadership, multiple faculty and staff who work with Student Affairs, and members of the President's Cabinet. Change is never easy, but is necessary to meet the new challenges and demands of our environment and seize new opportunities. I have reached several conclusions and feel comfortable in presenting my recommendations for a structural reorganization of the Division of Student Affairs. This plan will also necessitate changes and adjustments in other divisions.

It is important to note that EOU's Mission, our four Core Themes, the Six Focal Priorities we adopted earlier this year, as well as the Student Affairs mission statement and strategic plans, guided all my thoughts and conclusions.

As a result of this analysis, the objectives of these structural changes center on enhancing the efforts of being a leader in co-curricular activities, a partner in curricular activities, the continued creation of a vibrant campus life, enhancing the diversity of our community and fostering an inclusive environment. In short, we want to focus the work and attention of this division specifically on the **success** and **engagement** of EOU students.

Accordingly, these are my thoughts and conclusions for the structural and organizational changes to enhance the efforts of this division:

- The Division will be renamed the "Division of Student Success and Engagement."
- The leadership of the division will be invested in the "Dean of Student Success and Engagement." The Dean will:
 - Be the Chief Student Affairs Officer for EOU
 - Be a member of the President's Staff and Cabinet
 - Fulfill the role of "Vice President for Student Affairs" until officially changed in the EOU Constitution
 - Report to the President
 - Be a member of the Dean's Council and meet regularly with the Provost to coordinate on all academically related activities and policies

The Dean will oversee and lead a division that is made up of two component areas defined by two organizational units: 1) Student Success; and 2) Student Engagement.

- The Student Success unit will focus on service elements concerned with partnering specifically on the academic core of the University and strive for student success. As such, the key functions and elements of this area include:
 - The Learning Center
 - Math Lab
 - Tutoring
 - Disability Services
 - Testing Center (from Enrollment Services)
 - Core Classes
 - First-Year Experience
 - HUM classes
 - Academic Alert programs
- o The expected outcomes of this area are articulated in the EOU Focal Priority of Persistence (first-time freshmen, student life, persistence ratios, graduation rates, retention rates, NSSE and FSEE data, Living-Learning projects, etc.)
- o Services for our at-a-distance students will also be a critical effort for this unit and they will work collaboratively with our developing regional operations plan.
- o The Dean will designate one person, who will also have direct responsibilities for one of these areas, to lead, direct, oversee and coordinate workflow and activities of these programs and this individual, with an appropriate title, will report directly to the Dean.
- The Student Engagement unit will focus on creating a vibrant campus (and virtual) experience for all of our students. The critical functions and areas of this unit include:
 - Clubs and organizations (Center for Student Involvement)
 - ASEOU
 - Support of the Student Ambassadors; however, the Director of Admissions and/or their designee will lead this program
- o The expected outcomes of this area are articulated in EOU Focal Priority of Persistence (first-time freshmen, student life, persistence ratios, graduation rates, retention rates, NSSE and FSEE data, Living-Learning projects, etc.)
- o In addition, a goal of implementing programs for students studying at-a-distance is also important and will be a coordinated effort with our regional operations.

- o The Dean will designate one person (who will also have direct responsibilities for one of these areas) to lead, direct, oversee and coordinate workflow and activities of these programs and this individual, with an appropriate title, will report directly to the Dean.
- The Student Health and Counseling centers are both critical to Student Success and Engagement and must coordinate with the leadership of both of these areas. The Directors of the Student Health and Counseling centers will report directly to the Dean.
- Currently, the Multicultural Center is led by a coordinator position and reports to the Director of Student Relations. The Multicultural Center is critical to achieving the goals for Success and Engagement as this area serves numerous student needs and the programs under this area have significant importance to EOU. As such, it is recommended that the current leadership position of coordinator be elevated to Director or other appropriate title (as determined by the Dean). This position will report directly to the Dean. This individual will assume additional leadership roles for the student objectives listed under the Diversity Focal Priority.
 - o The work of the multiple clubs, organizations and other efforts dealing with diversity and students from different cultures are important to EOU. As more students come to us from various backgrounds, we need to enhance our activities in this area. These programs include, but are not limited to, the Navigators Club, Island Magic Club, Speel-Ya Native American Student Council, La Familia Cluc, International Student Association, Gay-Straight Alliance, Black Student Union and the Women's Research and Resource Center. These organizations enhance and bring richness to the student experience. As commented on by various faculty and staff, these efforts need ongoing support beyond the advisors (who serve important roles), to help draw connections between and among these organizations. Therefore, management of these programs should fall under the auspices of the Multicultural Center. This does NOT mean the removal of advisors that focus and lead these efforts; rather the Multicultural Center Director will provide long-term and proactive support in a leadership role to enhance the efforts of advisors and others involved in the success of these programs.
 - o It is further recommended that the partnership between the Multicultural Center and the International Student Advisor be strengthened and fortified.
 - o Clearly, the Multicultural Center will need additional resources to achieve these plans. I fully expect the Dean and leadership of the Multicultural Center to outline and present a plan for these resources that will include clear indications of success and growth. This plan will be presented and vetted in the appropriate fashion.
- The Director of Student Relations has primary responsibilities for the Student Code of Conduct and the multiple assessment programs within the Division of Student

Affairs. The role of this work has expanded greatly over the past several years. Additional duties may be assigned based on specific needs of the Dean and the division based on other personnel moves in the appointment of the Dean.

- The role of the Executive Assistant within the Office of the Dean of Student Success and Engagement should be expanded to encompass leadership opportunities in the area of financial and operational management; to serve as the liaison between the Division and the Auxiliary Services area and an expanded role in Student Fee decisions.
- The Dean of Student Success and Engagement will be given latitude to make other changes within the Division and areas of responsibility as the organizational structure takes form and opportunities arise.

There are several programs that currently reside under the auspices of Student Affairs that are organized as "Auxiliary Services and Operations" under the university governance and financial structure. It is clear that these efforts support the mission of the University and serve students in meaningful ways. However, by definition and operation, they require a unique set of circumstances – financial, level of risk assessment and liability assumption and functionality – and therefore need to be considered from a different perspective. I do believe that these units should not be profit motivated, however they do need to implement core business principles and practices in order to be financially self-sustaining in the short and long terms. These areas include Residential Housing, Dining, Facilities and Conference Services/Hoke Union Manager and the Outdoor Program. My conclusions for structural changes in these units are:

- Student Housing, Residential Life and Dining:
 - o The Mission Statement of this area reads: "Housing and Residence Life at Eastern Oregon University is an auxiliary unit and as such functions both as a business and as an educational enterprise of the institution. The goal of Housing and Residence Life is to provide comfortable, clean, safe and inclusive living environments for students and other University guests at a reasonable cost. This goal is accomplished through sound management and supported by systematic operations."
 - o Housing, as stated, is primarily an auxiliary function and is intended to be self-supporting (e.g, a not-for-profit organization) and needs to be driven by business principles, practices and concepts.
 - o This area will report to the Director of Business Affairs within the Division of Finance and Administration.
 - o The area will continue to coordinate and work closely with the Division of Student Success and Engagement to provide programming and other opportunities to continue offering an excellent residential experience for our students.

- The Facilities Scheduling and Conference Services area is also an auxiliary service and is intended to be self-supporting (e.g., a not-for-profit organization) and needs to be driven by business principles, practices and concepts.
 - o This area will report to the Director of Business Affairs within the Division of Finance and Administration.
 - o The area will continue to coordinate and work closely with the Division of Student Success and Engagement, as it will maintain the role of Hoke Union Manager. In its role for conferences and events, Gilbert Center, etc., it will work with the appropriate members within EOU.
 - o The current Director of this area is also the advisor for Eastern Student Entertainment and needs to maintain strong connections with the Student Success and Engagement division, but reports to Business Affairs due to the level of work conducted with contracts and financial risk.
- The Outdoor Program will report to the Director of Business Affairs. While not technically an auxiliary, the extensive outreach efforts in the community, significant increased risk assessment and liability assumption that is involved in and unique to this area, necessitates this change in reporting. The program will continue to develop collaborations with Physical Activity and Health and other academic programs.

It is important to note that while we are changing reporting lines to accommodate the ever-evolving University environment in funding structures, auxiliaries and risk management, our students are at the heart of all our efforts. It's also important to note that through this process we are not reducing positions or FTE for any staff.

How we implement these changes in organizational structure is just as important as the recommendations themselves. While I have heard from many of you and have met with members within Student Affairs and the Learning Center, I would be more than happy to receive additional comments. I would hope that you are able to send them to me by 12 p.m. on Friday, February 1. This will enable me to make any necessary alterations to this plan and the corresponding position description. Even after this time if you have any suggestions or comments, like any plan this is not written in stone, please let me know.

From my conversations and observations, it is clear that within the areas identified and within our University, exists a pool of gifted individuals who desire expanded leadership roles and have the skills and talents to perform the necessary duties of the Dean of Student Success and Engagement. As such, I intend to conduct an *internal search* for the new Dean of Student Success and Engagement. The search committee will consist of, at a minimum, a student, a faculty member, an administrative faculty member, a dean, a leader of the shared governing body and a member of the Student Affairs committee. Given that this is an internal search and in order to minimize potential conflicts of interest, strict confidentiality of the entire process is a necessity.

Regarding the timing of the search process, it is my intent to present the position description for consideration to the Personnel Review Committee on Monday, February 4. If approved, the search process will open immediately thereafter and will remain open for two weeks. Interviews of acceptable candidates will be conducted as soon as possible. Our community will know the candidates' qualities and attributes and it is my desire to mitigate various issues that may arise in an internal search (political, unnecessary conflicts, etc.). A single, final candidate will be presented to the University in an open forum for questions and answers. Following this presentation, I anticipate this individual will be announced as the Dean shortly thereafter. Should this process not yield a successful candidate, I will initiate a national search and an interim Dean will be named.

As mentioned, please forward me any comments or suggestions you may have by this Friday at noon.

Thank you to all who have already provided me invaluable insights and thoughts on this process—your support is sincerely appreciated.

Respectfully,

A handwritten signature in blue ink, appearing to be the name 'Bob' with a stylized flourish extending to the right.

Bob

Bob Davies
President