UNIVERSITY OF
NORTHERN COLORADO

Task Force: Student Affairs Task Force
Committee Name: Inventory and Organizational Structure
Date: November 27, 2018

Committee Chair(s):
Larry Loften, Title IX Coordinator and Equity Officer
Evan Welch, Assistant Dean of Student Life

Committee Members and Titles:
Dr. Tamara Yakaboski, Professor & Coordinator, Higher Education & Student Affairs Leadership
Jay Dinges, Director, University Center
Loree Crow, Director, Honors Program
Becky Smith, Director, Disability Support Services
Montez Butts, Director, Residential Education
Richard Hanks, Executive Director, G.O.A.L. Program
Renee Gilkey, Assistant Director/Training Director, UNC Counseling Center
Margaret Sebastian, Graduate Assistant, Office of Institutional Equity and Compliance

Summary of Recommendations

1. After soliciting feedback from the Student Affairs Task Force, present three Student Affairs Organizational Chart models to the campus community for feedback.
2. Collaborate with Finance and Administration identify specific expenditures that make up the Student Service functional expense category in the 2017 IPEDS report.
3. Utilizing both financial reporting data and feedback from the campus community, Student Affairs Task Force identifies and presents final, recommended Student Affairs Organizational Chart.
4. Student Affairs Task Force submits recommended Student Affairs Organizational Chart for institutional approval.
5. Once the org chart is identified, VPSA works with unit leaders to create a strategic plan for the division and individual units.
6. UNC identifies process to determine where the areas no longer included in "Student Affairs" should report (Testing, Graduate Student Association)
7. UNC identifies process to determine which (if any) of the units that do not currently exist are created.
8. UNC identifies process to determine appropriate resources (staffing, funding, and space) for programs that currently exist but do not have specific FTE or budget allocations (Alternative Spring Break, Bears Pay it Forward, Daniel's Scholarship Program)

Detailed Discussion of Recommendations

1. In what ways do these recommendations align with the guiding principles for all task force committees?

   The recommendation to create a Division of Student Affairs and the identification of the areas to comprise the Division flow from the following UNC Task Force Guiding Principles:

   a. Claim intentionally as our mission the education of first generation and other underrepresented groups. Initiatives should be structured and delivered to promote the academic progression and success of these students. Students who don't belong to these populations will also benefit.

   b. Commit to ensuring that every student, graduate and undergraduate, is career-ready by the time they graduate. Programs and services must be able to demonstrate in concrete ways how they prepare students for professional lives after graduation.

      i. Ensure that every student graduates with a significant co-curricular learning experience (e.g., internship, community-engaged learning, undergraduate research, study abroad, work-study, etc.) relevant to the student's field of study and career aspirations.

   c. Establish performance targets for key metrics associated with student success. Some metrics to consider are:
      i. Retention and persistence (overall and among subgroups);
      ii. 4- and 6-year completion rates for undergraduates;
      iii. Social mobility index
      iv. Post-degree placement.

The recommendations regarding feedback from the campus community, review of IPEDS expense data, and subsequent strategic planning processes flow from the following UNC Task Force Guiding Principles:

a. Commit to transparency in reporting progress and outcomes related to the implementation of committee recommendations. A clear strategy for collecting, analyzing, reporting and using performance data should be embedded in the plans that emerge from the task force recommendations.
b. Decisions will be made based on the needs of the institution, not those of individuals, disciplines, colleges, etc.

2.What resources would be saved or required to implement and sustain these recommendations? Remember that resources include human, financial, technology, and facilities.

Depending on the determination of the structure for Student Affairs chosen, there may be a need to invest in creating/updating physical spaces on campus to accommodate new and consolidated units.

Current data from the Integrated Postsecondary Education Data System (IPEDS) coordinated by the National Center for Education Statistics indicates that, in comparison with our peer institutions, UNC spends nearly three times as much per student FTE in the Student Support functional expense category. It is possible that UNC is not necessarily spending more, but is counting more services than our peer institutions. For example, some institutions, like UNC, report Athletics in Student Service expense while other institutions do not. Understanding which services, we institutionally report to IPEDS to identify our Student Support expense, may identify more effective and efficient usage of university resources. These institutional data are forthcoming in December 2018 and when available, task force members will conduct an analysis to better understand the issue.

3.How would implementation of these recommendations improve existing programs and services?

- The implementation of a Division of Student Affairs would lead to centralized student support and create a more consistent student experience across the university.
- Consolidation and/or Centralization of functions such as Career Services, Business Manager Functions, and Student Services Staff will not only potentially reduce costs, it may also lead to a more consistent student experience across campus.

4. What services or programs could be phased out because they would no longer be needed or because implementation of the recommendations would represent a more effective and efficient use of university resources?

A review of the IPEDS data would give more information:

Specifically, the Committee believes identifying the Student Service expenses may shed light on specific areas where colleges, specific academic programs, and co-curricular areas are duplicating the following services:

- Career services and readiness
- Business Manager Functions
- Student Support Staff

2. Who would be primarily responsible for implementing these recommendations and have those individuals/units been consulted?

    - The responsibility of developing the proposed Division of Student Affairs Organizational Chart will be the Student Affairs Task Force (with feedback from the campus community)

    - The responsibility of reviewing the Task Force recommendations and making recommendations to the President lie with the President's Leadership Council

    - The implementation of the strategic planning for each unit within Student Affairs will lie with the VPSA, unit heads, and staff within the unit.

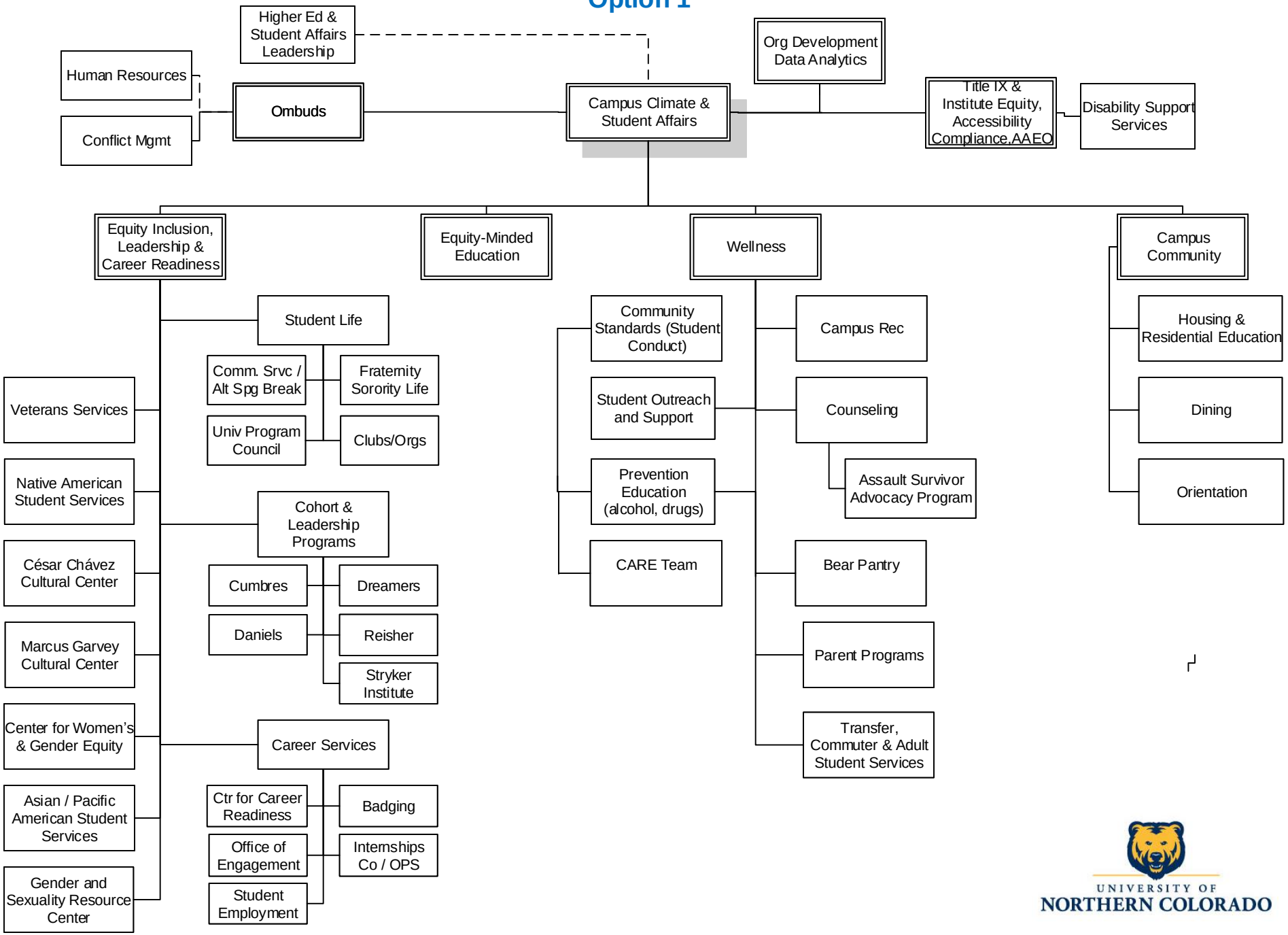
3. Action Plan – complete the table on the following page outlining the concrete actions required for implementing your committee's recommendations, performance metrics (how we would know UNC is making progress and/or achieving success), who would be responsible for implementation, and whether implementation would begin in the short or long term.

Action Plan (add lines as needed)

Recommendation 1: After soliciting feedback from the Student Affairs Task Force, present three Student Affairs Organizational Chart models to the campus community for feedback.		
Performance Metric(s): Campus feedback for the 3 proposed organizational charts		
Action	Responsibility	Short or Long Term
The Student Affairs Task Force will propose three Student Affairs Organizational	Student Affairs Task Force	Short:
Charts for feedback to the campus community		1/8/18 Completion
		date
Recommendation 2: Collaborate with Finance and Administration identify specific expenditures that make up the Student Service functional expense category in the 2017 IPEDS report.		
Performance Metric(s): Review of UNC IPEDS Student Service functional expense category data		
Action	Responsibility	Short or Long Term
Collaborate with Finance and Administration to clarify the specific expenditures	Michelle Quinn	Short
that account for the discrepancy between UNC and institutional peer Student	Evan Welch	12/7/18 Completion
Service expenses	Tobias Guzman	(estimated)
	Katrina Rodriguez	
	Larry Loften	
Recommendation 3: Use IPEDS reporting data and campus community feedback to present final, recommended Organizational Chart		
Performance Metric(s): IPEDS data and community feedback		
Action	Responsibility	Short or Long Term
Utilizing Both financial reporting data and feedback from the campus	Student Affairs Task Force	Short:
Community, Student Affairs Task Force will identify and present a final,		1/25/19 Completion
Recommended Student Affairs Organizational Chart		date
Recommendation 4: Student Affairs Task Force submits recommended Student Affairs Organizational Chart for institutional approval		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
Student Affairs Task Force submits Student Affairs Org. Chart to the President's	Student Affairs Task Force	Short:
Leadership Council for review	President's Leadership Council	2/8/19 Completion
	President	(estimated)

Recommendation 5: Recommendation 5: Vice President of Student Affairs works with unit leaders to create a strategic plan for the new Division and individual units		
Performance Metric(s): Student Affairs Strategic Plan & Individual Student Affairs Unit Strategic Plans		
Action	Responsibility	Short or Long Term
Once the Organizational Chart is approved, Vice President of Student Affairs	Vice President of Student Affairs	short:
works with unit leaders to create individual unit and Student Affairs strategic	Individual Unit Leaders	3/1/19 Completion
plans to identify redundancies, duplication of services, connection to UNC	Unit Staff Members	(estimated)
learning outcomes, and areas for collaboration with other areas		
Recommendation 6: Determine where the areas no longer included in "Student Affairs" should report		
Performance Metric(s): Areas not included in Student Affairs are identified in other UNC Organizational Charts		
Action	Responsibility	Short or Long Term
After the Student Affairs Organizational Chart is created, there may be areas	TBD	Long
that previously reported to "Student Affairs" areas at UNC. UNC should identify		
a process to determine the best way to eliminate or re-distribute these units to		
other areas of campus		
Recommendation 7: Determine which (if any) of the units that do not currently exist are created.		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
After the Student Affairs Organizational Chart is created, there may be new	TBD	Long
areas that have been recommended to create at UNC. UNC should create a		
process to determine if and how new areas should be created.		
Recommendation 8: Determine appropriate resources for programs/activities that currently exist without FTE or budget resources.		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
UNC identifies process to determine appropriate resources (staffing, funding,	TBD	Long
physical space) or eliminate programs/activities that currently exist but do not		
have specific FTE or budget allocations (Alternative Spring Break, Bears Pay it		
Forward, Daniel's Scholarship Program		

CAMPUS CLIMATE & STUDENT AFFAIRS
ORGANIZATIONAL CHART
Option 1



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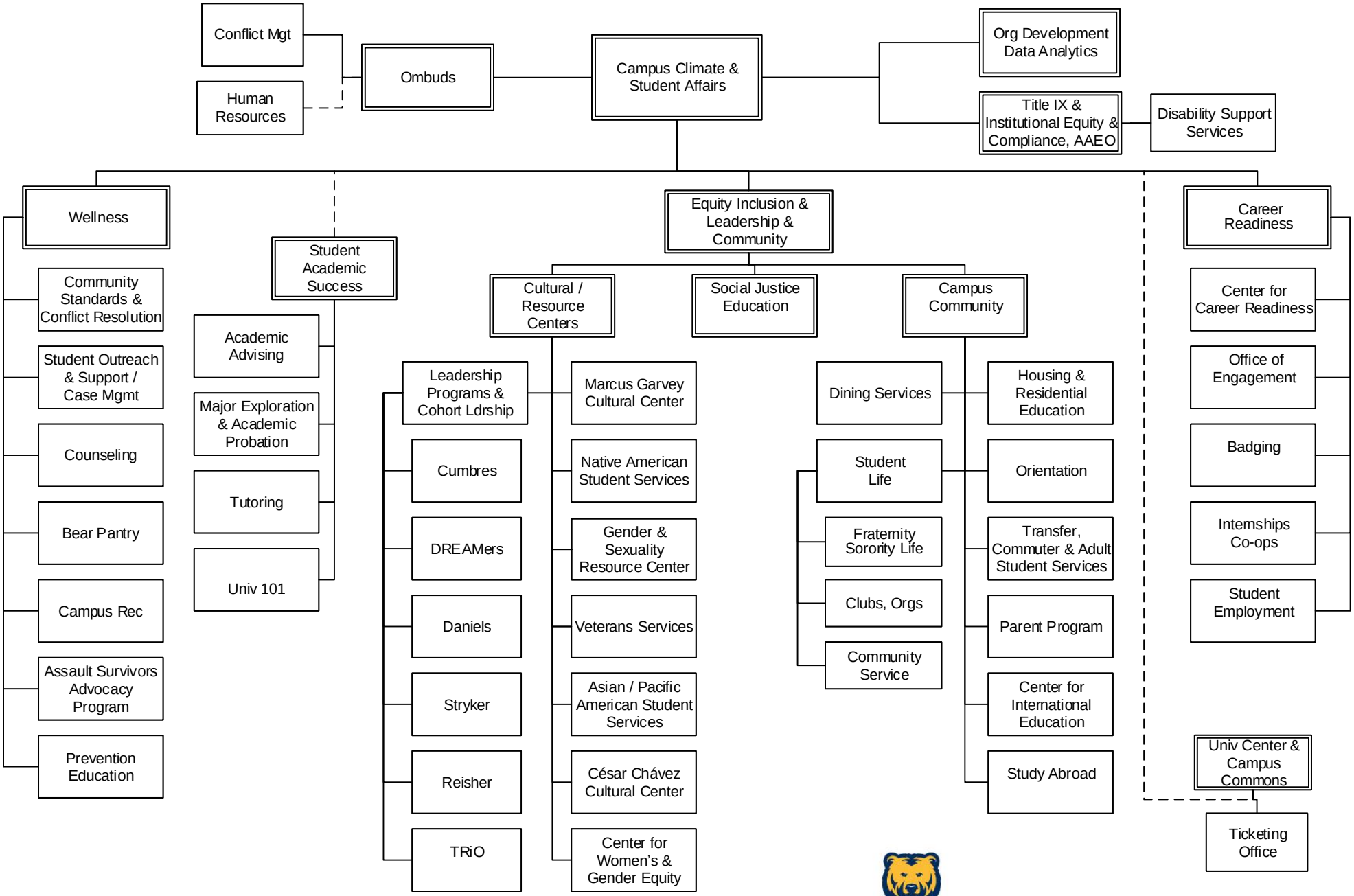
CAMPUS CLIMATE & STUDENT AFFAIRS
ORGANIZATIONAL CHART
Option 2



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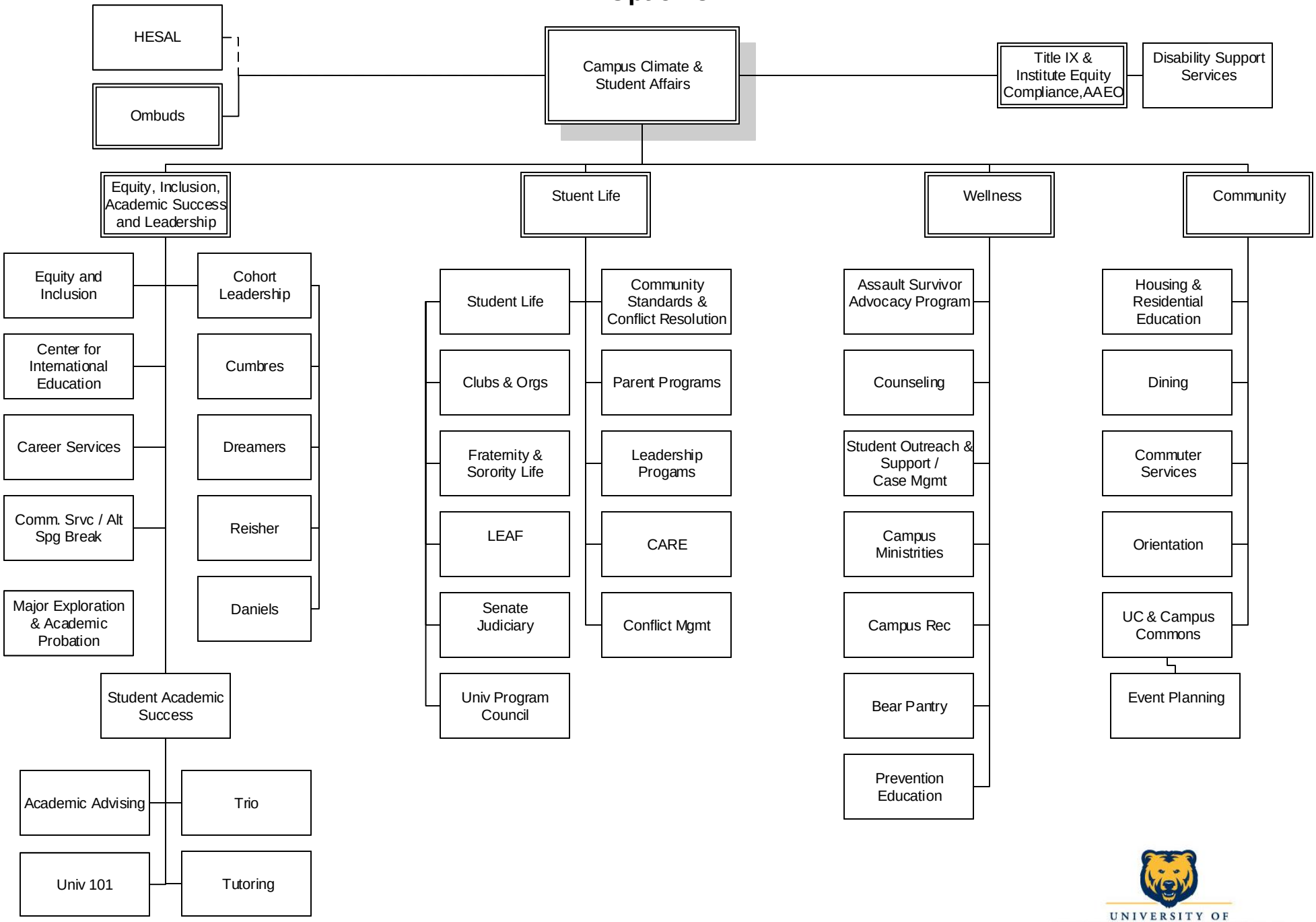
CAMPUS CLIMATE & STUDENT AFFAIRS
ORGANIZATIONAL CHART
Option 3



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