

# SOUTHERN AT 150 – A VISION STATEMENT YEAR 2019

Student Affairs and Enrollment Management  
Southern Illinois University Carbondale

## VISION STATEMENT

- Student Affairs and Enrollment Management will work collaboratively to recruit, retain, and graduate citizen-scholars of civility, competence, integrity, perspective, and vision, who are committed to learning, diversity, service, leadership, and mutual respect for others.

## MISSION STATEMENT

- Student Affairs and Enrollment Management, deeply woven into the educational mission, supports and enhances the learning experience of students and the university community through quality programs, activities, services, and facilities.
- Student Affairs and Enrollment Management is committed to the *values* of:
  - *Learning and Development*
  - *Service*
  - *Diversity*
  - *Respect*
  - *Integrity*
  - *Innovation*
  - *Balance*

## CONTEXT

- Institutions of higher learning and their student affairs organizations are confronted with changes in their contexts and clienteles. First, society is changing, witnessed by a decreasing birth rate, increasing minority populations, emerging electronic technologies and evolving information-based systems, and the legacy of the baby boom. Second, the higher education enterprise is changing, including transformational financial conditions, increased accountability, the application of management strategies to higher education, and renewed attention to academic quality. And, third, students are changing, including growing minority and female enrollments, increasing vocationalism, and students' changing characteristics, needs, and values.

- Within this context, Student Affairs and Enrollment Management will:

### *Enrollment Management*

- use marketing strategies to attract new student clienteles and to retain current students
- recruit students and provide financial resources to maintain the university's enrollment targets and quality
- participate with academic affairs in retention activities and in the review of existing and new curricula to ensure an attractive array of academic programs that will respond to student demand

### *Involvement and Learning*

- be recognized as a significant partner in the preparation of students
- create a campus community that fosters student learning
- set and communicate high expectations for student learning
- integrate new students into the culturally pluralistic learning community
- forge educational partnerships that advance student learning

- engage students in the educational experience
- enhance academic achievement
- introduce activities to enhance students' involvement in college life
- promote student involvement to enhance individual and group development
- improve the quality of student life and the campus learning environment
- develop students as fully contributing citizens
- instill in students an appreciation of the value of service
- prepare students to be effective and productive in an increasingly diverse society
- enhance career services
- build on campus traditions and Saluki pride
- help to develop supportive alumni

*Management*

- conduct assessments to provide for continuous quality improvement of student services, programs, and activities
- provide high quality student services, student development programs, and student involvement opportunities based on sound educational philosophy, pedagogical methods, research results, current trends, and best professional practices
- provide opportunities for collaborations on and off campus for the benefit of students
- modify programs and services to meet changing student needs and emerging trends
- formulate and manage institutional responses to changing conditions
- integrate and utilize state-of-the-art technologies
- increase external funding
- plan carefully and manage resources effectively

## CHALLENGES

*Fiscal*

- living with fiscal constraints – static and/or reduced state budgets, limited state resources and support for higher education – while responding to the need to increase financial resources and fiscal stability
- developing external support through contributions, contracts, and grants
- acquiring higher levels of student financial support
- relying more on student user fees to fund facilities, programs, activities, and services

*Facilities*

- responding to the Land Use Plan
- maintaining a quality learning environment for students and a quality work environment for staff
- maintaining, renovating, upgrading, and/or constructing facilities to meet changing student needs and emerging trends
- designing and building new, affordable, accessible, quality student housing
- designing and building a new student services facility, central to the campus, easily accessible to students, and showcasing campus traditions and pride

*Technology*

- acquiring technology infrastructure that provides easy collaborative interaction within the learning environment
- increasing the availability, accessibility, and use of technology for students, faculty, and staff
- creating an integrated computer system that enables student services to be provided electronically

*Staffing*

- recruiting and supporting excellent staff members
- training, retaining, and nurturing both generalists and specialists who are responsive to changing/emerging student needs through innovation and collective creative change
- developing teams, responding to new management concepts, and working across institutional and functional lines to create a seamless university environment
- providing excellence in service to internal and external constituencies

- responding to cross-cultural communication needs within the context of the culturally pluralistic living-learning environment
- establishing and strengthening partnerships within the university and throughout the larger community and world

*Programs, Activities, and Services*

- integrating an enrollment management plan consistent with institutional enrollment priorities
- augmenting the university image through marketing
- enhancing student recruitment and retention
- assuring a diverse student body through increasing access
- competing for the most qualified students
- emphasizing student learning within the context of a comprehensive student-centered research institution
- fostering student learning within a seamless educational environment
- facilitating a sense of belonging and mattering among students
- conducting and interpreting student-oriented research
- responding to the needs of an increasingly diverse university community
- removing psychological and physical barriers to successful student life and academic performance
- complementing and strengthening the student educational experience
- contributing to a powerful first year experience and beyond for students
- providing student learning communities that support the student's academic and career goals
- establishing student leadership development and service learning as academic priorities
- promoting civic engagement
- contributing to the university's service mission to the southern Illinois region
- expanding opportunities for international experiences and study abroad participation
- enhancing cultural, entertainment, and recreational opportunities on campus
- celebrating campus traditions, leading to increased student involvement and satisfaction, loyal and involved alumni, and grateful donors
- improving retention and graduation rates of students

## **PRIORITIES**

- Attain enrollment goals and stabilize enrollment through enhanced recruitment and retention programs, cooperation and collaboration with Academic Affairs and other campus units and agencies
- Build new facilities and renovate and/or upgrade older physical facilities
- Improve financial viability, along with the efficiency and effectiveness of student services, by re-focusing the priorities as times and trends dictate
- Assess and meet student needs and services
- Recruit and train a highly competent and diverse staff
- Foster continuous staff learning and development

## **SUMMARY**

- As a result of the wide array of changes and in response to them, the role of Student Affairs and Enrollment Management will continue to evolve to one that is critical to the achievement of institutional goals, to one that seeks a greater integration of efforts by all within the institution, and to one that is concerned about enrollment management and organizational development as a necessary complement to student development and student learning.

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