Student Services Organizational Review
Background and Context

• In 2007-08, the Board of Trustees Task Force on Balancing Mission & Resources mandated the exploration of greater integration between graduate and undergraduate student services in the 2008-09 academic year.

• Today’s students and their parents have high expectations for service. Bryn Mawr needs to be responsive to the evolving and emerging service needs of all students.

• Bryn Mawr should be proactive and strategic in its service solutions in an increasingly competitive environment.

• The economic environment requires the College to think creatively about achieving efficiencies as it strives to enhance services. Restructuring provides that opportunity without having to make cuts.
Objective

Develop a comprehensive organizational strategy to deliver administrative student services to undergraduate and graduate students that achieves:

• greater organizational efficiency
• enhanced service-delivery
• a stronger sense of community
Project Scope

• The specific administrative offices examined included:
  – Undergraduate Admissions
  – Financial Aid
  – Registrar
  – Controller (Student Loans, Bursar, Payroll)
  – Bi-College Career Development
  – Student Employment
  – Office of the Director of the GSSWSR
  – Office of the Dean of Graduate Studies

• The Project Team included:
  – John Griffith, CFO (convener)
  – Kim Cassidy, Provost
  – Marcia Martin, Director of the GSSWSR
  – Liz McCormack, Dean of Graduate Studies
  – Jenny Rickard, Dean of Admissions & Financial Aid
  – Karen Tidmarsh, Dean of the Undergraduate College
  – Maria Wiemken, Associate Treasurer
Extent of Study

• Confidential interviews with 39 selected staff and faculty members
• Three student focus groups (31 students participated from GSAS, GSSWSR, and undergraduate college)
• An online survey of students that was conducted to provide information for the implementation phase of the project (over 60% response rate)
• Consultant offered a range of organizational options from which the Project Team selected one and then tailored it to Bryn Mawr
Study Findings

• **Vision** - There is an important opportunity to articulate a vision and strategy for student services that builds upon existing strengths, increases accountability, and overcomes organizational barriers to improve effectiveness and efficiency.

• **Communication** - The current organizational model is diffuse and fractured. Individual staff and offices are working hard to serve students, but they lack the unified leadership, integrated management, and necessary tools to make the best possible use of the College’s resources and do the best possible job on behalf of students.

• **Technology** – The current approach does not leverage the College’s investment in PeopleSoft. An aggressive strategy to redesign business processes and capitalize on technology will reap significant benefits to the College.
Organizational Decisions

• Consolidate graduate and undergraduate administrative student services under one umbrella
• Create a new “enrollment” organization serving both graduate and undergraduate students that includes:
  – A financial services team
  – An admissions team
  – A career development office
  – An integrated administrative service center for all students
• Assign new enrollment organization to Dean of Admissions & Financial Aid, Jenny Rickard to create a position akin to a Chief Enrollment & Communications Officer
  – Not hiring a separate Chief Communications Officer
  – Will appoint an interim Dean of Admissions. In the Fall, will work with the Faculty to discuss the academic-related responsibilities of the Dean of Admissions and conduct a national search for that position
  – Similar structures in place at Scripps, Mt. Holyoke, Dickinson, and Bates
• Reorganize without the addition of new FTEs
Previous Student Services Structure
New Integrated Student Services Structure
Benefits of New Structure

• **Transforms our student services from satisfactory to exemplary**
• Creates more depth in areas that are currently very leanly staffed
• Eliminates departmental and programmatic silos
• Integrates college-wide communication efforts with strategic recruitment and fundraising activities more effectively
• Allows for one technology solution to serve all students
• Locates all users of PeopleSoft Student Administration in one division, reducing a sense of competing priorities
• Leverages economies of scale to benefit students
• Spreads people’s talents across the College and offers opportunities to build professional capacities
Next Steps

• Everyone will be involved in creating the vision, mission, and goals for the new organization

• Transition team to lead the collaborative process:
  – Liza-Jane Bernard, Director of Career Development
  – Joe Bucci, Director of Human Resources
  – Diane Craw, Director of Operations, Social Work
  – Ethel Desmarais, Director of Financial Aid
  – Mark Freeman, Director of Institutional Research
  – Annmarie Hofmann, Enrollment Operations Coordinator
  – Kirsten O’Beirne, Registrar
  – Vince Patone, Web Services Manager
  – Jenny Rickard, Chief Enrollment & Communications Officer
  – Carole Steiner, Associate Controller
  – Marjorie Torchon, Director of Undergraduate Admissions
  – Maria Wiemken, Associate Treasurer
More Next Steps

• Timing
  – Now!
  – Transition Team will convene in July
  – This entire group will meet again in September for an update
  – Implementation will be phased
  – Significant progress by early 2010

• Process
  – Develop mission, vision and goals
  – Establish priorities for phased implementation
  – Determine need for smaller working groups for specific projects
  – Define working relationships between the new organization and the undergraduate college, GSAS, and GSSWSR
  – Communicate progress regularly

• Issue Resolution
  – Transition Team primary resource for questions and issues
  – Transition Team will escalate issues to Provost, Chief Enrollment & Communications Officer and the Dean’s Advisory Group
Implementation Implications

• We will need to reallocate existing human resources to do this work – not just add more work to existing positions.
• We may need to provide new functions and eliminate or change existing functions to provide the best service.
• We may need to change the physical location of some offices or employees.
• We need to be sensitive to the different needs of the undergraduate, GSAS, and GSSWSR communities.
• The first step is to create together the vision, mission, and goals of the new organization.