



# Office of Student Services

MONROE COMMUNITY COLLEGE

## MCC VALUES:

INTEGRITY.

EXCELLENCE.

EMPOWERMENT.

INCLUSIVENESS.

COLLABORATION.

STEWARDSHIP.

DATE: May 21, 2018  
TO: Faculty Senate – SCAA  
FROM: Lloyd A. Holmes, Vice President, Student Services  
Joel Frater, Executive Dean, Downtown Campus  
RE: Division Reorganization

Pursuant to the responsibility of SCAA to make recommendations to the appropriate administrative officers regarding the creation/redefinition of administrative offices/departments, we would like to submit the following proposals:

- Create a new position of Associate Vice President of Student Services Downtown Campus that reports to the Vice President of Student Services, and eliminate the Dean of Student Services position at the Downtown Campus with the retirement of the current Dean, effective August 2, 2018. Although the Associate Vice President of Student Services Downtown Campus will report to the Vice President of Student Services, the Executive Dean will continue to be responsible for the oversight, development, and management of the Downtown Campus.
- Move reporting of the Director of Financial Aid Compliance from the Associate Vice President of Enrollment Management to the new Associate Vice President of Student Services Downtown Campus.
- Move reporting of the Director of Community Engagement from the Vice President of Student Services to the new Associate Vice President of Student Services Downtown Campus.
- Move reporting of the Assistant Director of Student Services Downtown Campus (EFS) from the Dean of Student Services to the Director of Financial Aid Compliance. (This does not fall under the SCAA process, but is included to provide context.)
- Move reporting of the Assistant Director of Students Services Downtown Campus from the Dean of Student Services to the Director of Community Engagement. (This does not fall under the SCAA process, but is included to provide context.)
- Move reporting of the Wellness Promotion Coordinator from the Director of Student Services Downtown to the Director of Community Engagement. (This does not fall under the SCAA process, but is included to provide context.)
- Move reporting of Campus Life, Advising, Student Rights and Responsibilities, and Counseling at the Downtown Campus to the Associate Vice President of Student Services at the Downtown Campus. (This does not fall under the SCAA process, but is included to provide context.)

We support this organizational change.

Attached you will find supporting documentation for this proposal. Please let us know if you need additional information.

Thank you.

## **1. Align Downtown Campus Student Services leadership with Student Services division leadership**

### **Proposal details:**

- Create new Associate Vice President of Student Services responsible for oversight of Student Services Downtown Campus.
- Change reporting of Director of Community Engagement to the new Associate Vice President of Student Services Downtown Campus.

### **Rationale:**

The Dean of Student Services at the Downtown Campus is the only position in Student Services with the title of Dean. Eliminating the Dean's position and creating an Associate Vice President of Student Services Downtown will align with division leadership, eliminate the perception of difference between campuses, and reflect the growth of the Downtown Campus (5.6% increase in FTE, Spring 2017 – Spring 2018). Although the Associate Vice President of Student Services Downtown Campus will report to the Vice President of Student Services, the Executive Dean will continue to be responsible for the oversight, development, and management of the Downtown Campus. The Executive Dean will work closely with the Vice President of Student Services and the rest of the President's cabinet to support student services at the Downtown Campus.

At present, the Director of Community Engagement and Single Stop at the Downtown Campus reports to the Vice President of Student Services. The proposed change to reporting will align all Student Services functions at the Downtown Campus under the new Associate Vice President of Student Services Downtown Campus.

## **2. Strengthen Financial Aid and Student Support Services at the Downtown Campus**

### **Proposal Details:**

- Change reporting of Director of Financial Aid Compliance to new Associate Vice President of Student Services Downtown Campus
- Change reporting of Enrollment and Financial Services (EFS) to the Director of Financial Aid Compliance. (This does not fall under the SCAA process, but is included to provide context.)
- Expand the Community Engagement area by moving staff within Student Services Downtown. (This does not fall under the SCAA process, but is included to provide context.)

### **Rationale:**

Institutional Research data reflects the need for enhanced financial aid and student support services at the Downtown Campus. Students at the Downtown campus are more likely to be Pell eligible, first generation, and single parents.

Pell eligible (low income): 69% Downtown, 45% Brighton

First generation: 62% Downtown, 45% Brighton

Single parent: 26% Downtown, 8% Brighton

The 2016 Wisconsin Hope Lab study on food and housing insecurity further underscores the significance of nonacademic challenges faced by MCC students and the need for a holistic approach to providing access to resources.

**Table 2: Prevalence of Food Insecurity (Last 30 Days)**

|                                     | Institution | Region | National |
|-------------------------------------|-------------|--------|----------|
| <i>Food security (last 30 days)</i> |             |        |          |
| High security (score = 0)           | 29%         | 31%    | 33%      |
| Marginal security (score = 1)       | 10%         | 12%    | 12%      |
| Low security (score = 2-4)          | 26%         | 23%    | 23%      |
| Very low security (score = 5-6)     | 35%         | 34%    | 33%      |

(Wisconsin Hope Lab— Monroe Community College Report from Fall 2016 Survey of Student Basic Needs, pg. 3.)

**Table 4: Prevalence of Homelessness (Past 12 Months)**

|   | Institution | Region | National |
|---|-------------|--------|----------|
| Any of the below items:   | 12%         | 18%    | 14%      |
| ... <i>Thrown out of home</i>   | 5%          | 8%     | 6%       |
| ... <i>Evicted from home</i>  | 4%          | 3%     | 3%       |
| ... <i>Stayed in a shelter</i>  | 3%          | 3%     | 2%       |
| ... <i>Stayed in an abandoned building, auto, or other place not meant as housing</i> | 3%          | 3%     | 4%       |
| ... <i>Did not know where you were going to sleep, even for one night</i>             | 5%          | 8%     | 8%       |
| ... <i>Didn't have a home</i>   | 1%          | 2%     | 2%       |

(Wisconsin Hope Lab— Monroe Community College Report from Fall 2016 Survey of Student Basic Needs, pg. 3)

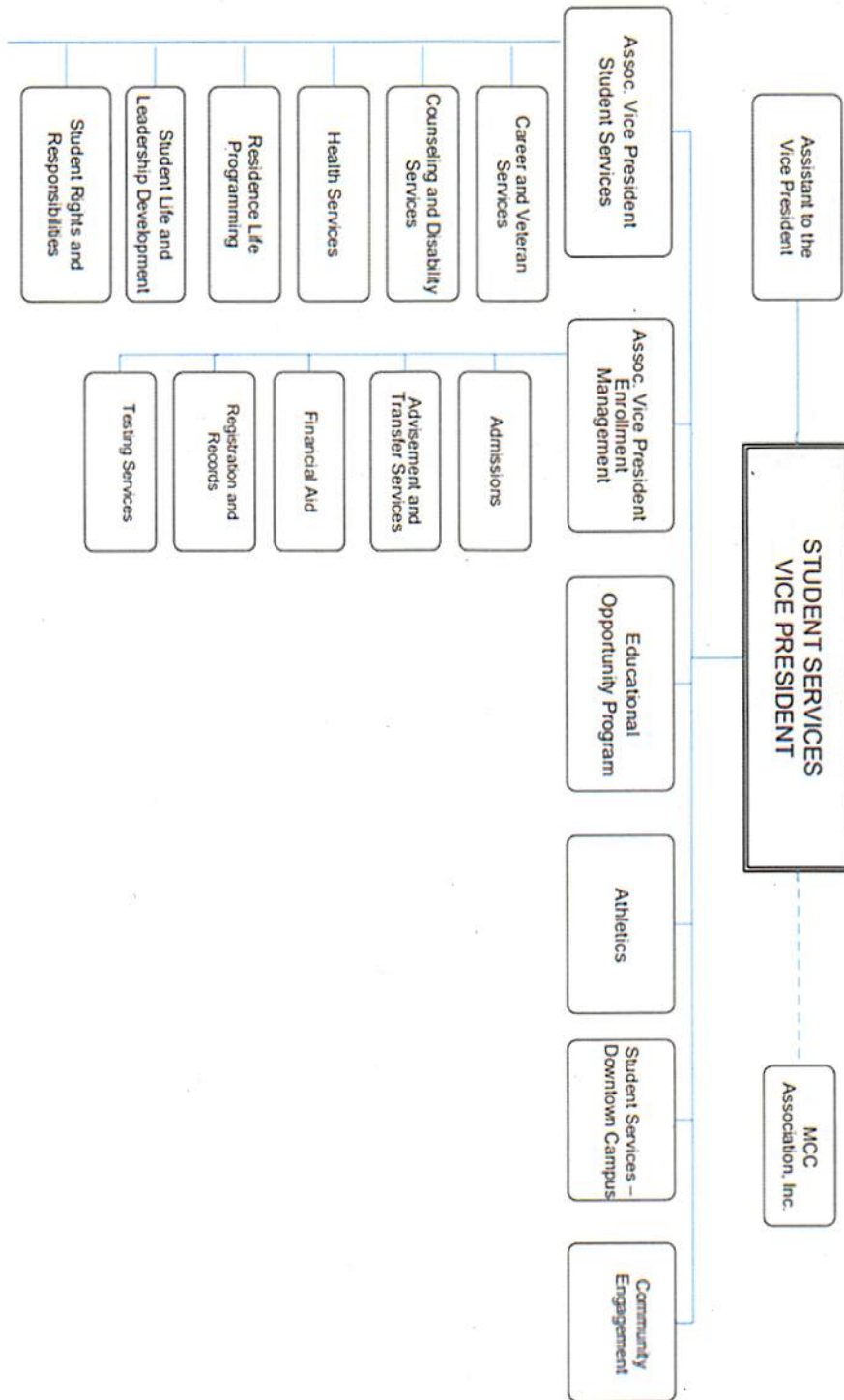
Strengthening financial aid services at the Downtown Campus and realigning reporting structures will facilitate enhanced communication and administrative oversight to support a holistic approach to ameliorate socioeconomic issues that affect student success by providing easier access to resources at MCC and in the community.

Moving the Director of Financial Aid Compliance to the Downtown Campus would help expand critical financial aid services downtown. It would increase collaboration between campuses and help facilitate training to provide consistency of service and enhance student access to staff with financial aid processing capability at the Downtown Campus. This would also strengthen institutional compliance by establishing a reporting structure whereby the Enrollment and Financial Services staff report to the Director of Financial Aid Compliance, providing additional assurances that compliance processes are consistent College-wide.

Strengthening the Community Engagement area by changing the reporting of the Wellness Promotion Coordinator and the Assistant Director of Student Services Downtown will further enhance holistic support services provided at the Downtown Campus. This would realign current Student Services Downtown staff who do related work (Dreamkeepers, DWIGHT, and Single Stop) under the leadership of the Director of Community Engagement. This will help to coordinate efforts to support student access to MCC and community resources.

### **3. Organizational Charts**

# Current Student Services Organizational Chart



# Proposed Student Services Organizational Chart

