



Enrollment Management  
and Academic Affairs in  
Close Collaboration

Jim Dwyer  
Cliff Dorne  
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# Cliff Dorne, Educational Background...

- Certificate, Management Development Program, Graduate School of Education, Harvard University  
("administrator boot camp")
- Ph.D., Criminal Justice, The University at Albany, State University of New York
- Master in Arts/Criminal Justice, The University at Albany, State University of New York
- Masters in Professional Studies, C.W. Post Center of Long Island University

# Professional Background

- In my 13th year at SVSU and served as Department Chair in CJ, Associate Dean for the College of Arts and Behavioral Sciences (6 years), Associate Provost for Graduate Admissions (4 years) and, as of the last year, Associate Vice President for Enrollment Management— Tenured, Full-Professor and have taught every year
- Held faculty positions over the past 29 years at Norwich Military University (only one year as ABD), Texas A&M International University at Laredo, and the University of Louisiana at Lafayette. Came to academe from the corrections field.

As a professor with 29 years of university teaching experience,

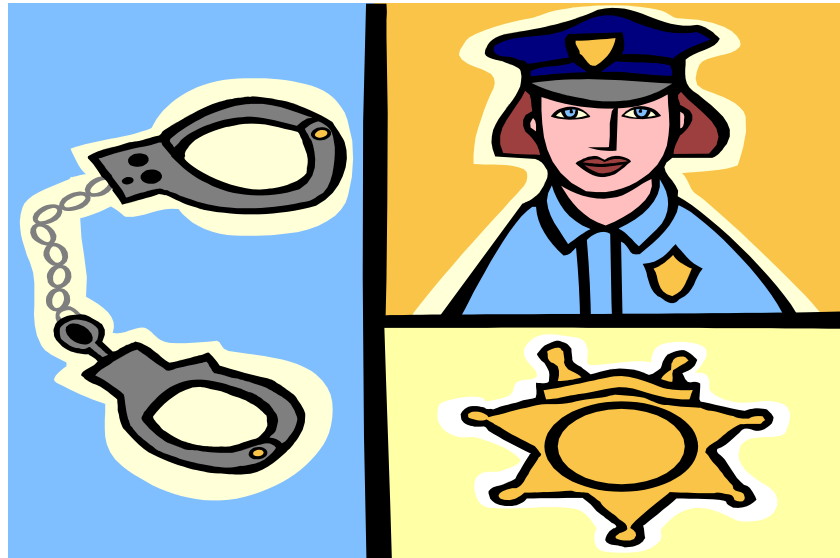
- I have been working in the enrollment area for 5 years, the first 4 of which were primarily in the graduate/masters level area and, in the last year, I have been working in all areas of university enrollment management.
- Working with semester-to-semester and year-to-year student retention as well as the 6-year graduation rate is indeed a challenge from this perspective!



# The SVSU

## Department of Criminal Justice

- Revised Curriculum
- Internships
- Delta Police Academy Articulation Agreement
- CJ Student Society



# Criminal Justice is the largest academic major on the SVSU campus...

Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	% Change '09 – '10	% Change '06 – '10
313	287	311	400	459	14.8%	46.6%



# SVSU Criminal Justice Faculty

## Full-Time

Carol Zimmerman

Joseph Jaksa

Melissa Garmo

Ryan Martz

John Parham



## Part-Time

Pete Wilson

Judge Stephen Borello

Cynthia Morley

Cliff Dorne

Burk Foster

Chief Donald Pussehl

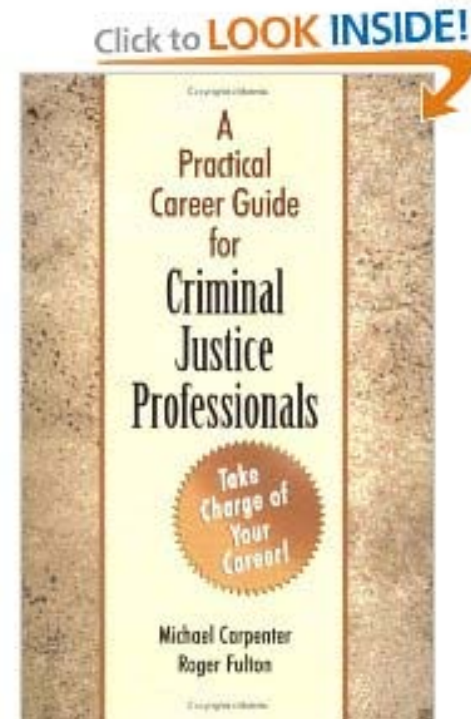
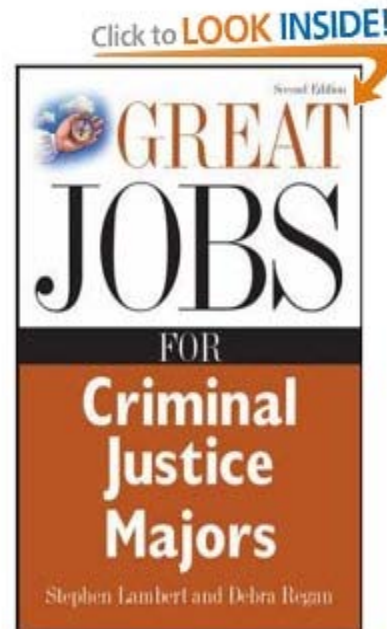
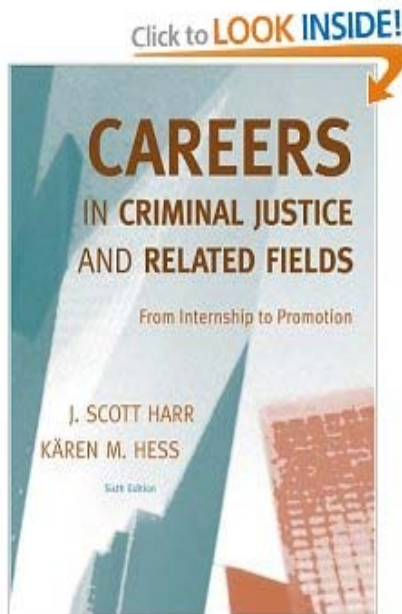
# SVSU Criminal Justice Internship/Field Work Agency Affiliations

- Bay City Police Department
- Bay County Sheriff Department
- Caro Police Department
- Davison Township Police Department
- Federal Bureau of Investigation
- Fenton City Police Department
- Flushing City Police Department
- Flushing Township Police Department
- Gladwin County Sheriff Department
- Huron County Sheriff Department
- Lapeer County Sheriff Department
- Michigan State Police - Bad Axe
- Michigan State Police - Bay City
- Michigan State Police - Bridgeport
- Midland City Police Department
- Midland County Sheriff Department
- Oakland County Sheriff Department
- Saginaw City Police Department,
- Saginaw County Sheriff Department,
- SVSU Public Safety
- Tuscola County Sheriff Department
- U.S. Drug Enforcement Administration
- U.S. Secret Service
- Probation/Parole/Courts
- Bay County Circuit Court
- Bay County Probate Court
- Bay County Public Defender's Office
- Genesee County Circuit Court
- Huron County Circuit Court
- Intensive Probation Program of Bay County
- Lapeer County Circuit Court
- Macomb County Circuit Court
- Midland County Circuit Court
- Saginaw County District Court
- Sanilac County Probate Court
- Tuscola County Circuit Court
- U.S. Federal District Court
- Juvenile and Domestic Relations
- Bay County Juvenile Home
- Family Independence Agency of Saginaw
- Midland County Juvenile Home
- Saginaw County Juvenile Home
- Teen Ranch
- Women's Center of Bay City
- Wolverine Human Services
- Corrections - Adult
- Buena Vista Corrections Center
- Saginaw Correctional Facility

# SVSU Criminal Justice Society, largest RSO on campus (Registered Student Organization)



While we have some terrific career manuals in this field, there is no substitute for actively engaging students in the major...



# The CJ Department has alumni employed in all levels of government:

- local police departments
- sheriffs' departments
- state correctional facilities
- state probation and parole
- FBI and other federal law enforcement agencies



SVSU, like most other colleges and universities, has had to become a “learning organization” very deliberately:

Learning organizations overcome “organizational learning disabilities”, like stagnation or blind adherence to untested orthodoxies, and instead clearly understand threats and opportunities—a source of competitive advantage and an empowering approach to work: Systems thinking, personal mastery/proficiency, building shared vision, and team learning.

Paraphrased from Peter Senge, *The Fifth Discipline, The Art and Practice of the Learning Organization*, 1990

# Currently in Michigan,

- We are experiencing trends that should make university student enrollment a great concern for the professoriate and it's our job in enrollment management to make sure that this message is effectively conveyed
- We know that enrollment profoundly affects the entire university



# More specifically,

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- Severe and continuing State cut-backs in funding public universities
- Increased competition among a variety of types of postsecondary institutions to attract qualified students
- Out-migration of young people in the state (older millennials and younger baby boomers, etc.) for lack of jobs here
- Census data indicating lower numbers of high school graduates than in years' past in Michigan

# From a leading expert and researcher on university student retention...

“What would it mean for universities to take student retention seriously?”

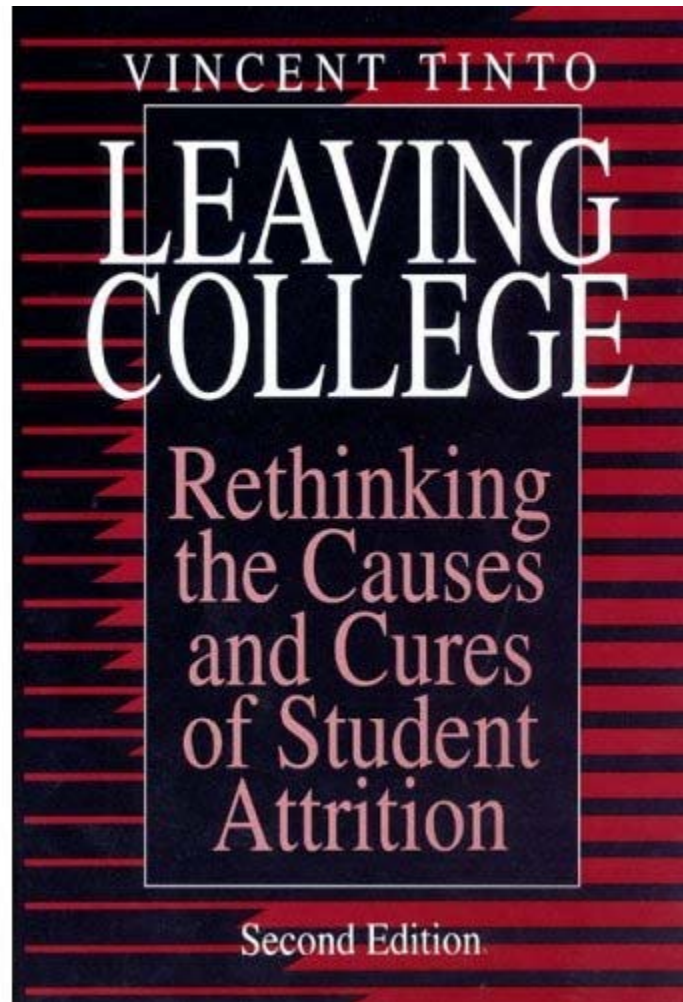
“Among other things, institutions would stop tinkering at the margins of campus life and make enhancing student retention the linchpin about which they organize their activities. They would move beyond the provision of add-on services and establish those educational conditions that promote the retention of all, not just some, students. To be serious about student retention, universities would recognize that the roots of attrition lie not only in their students and the situations they face, but also in the very character of the educational settings, now assumed to be natural to higher education, in which they ask students to learn.”

**-Vincent Tinto, Ph.D.**

**Distinguished Professor, Syracuse University**



A great book...



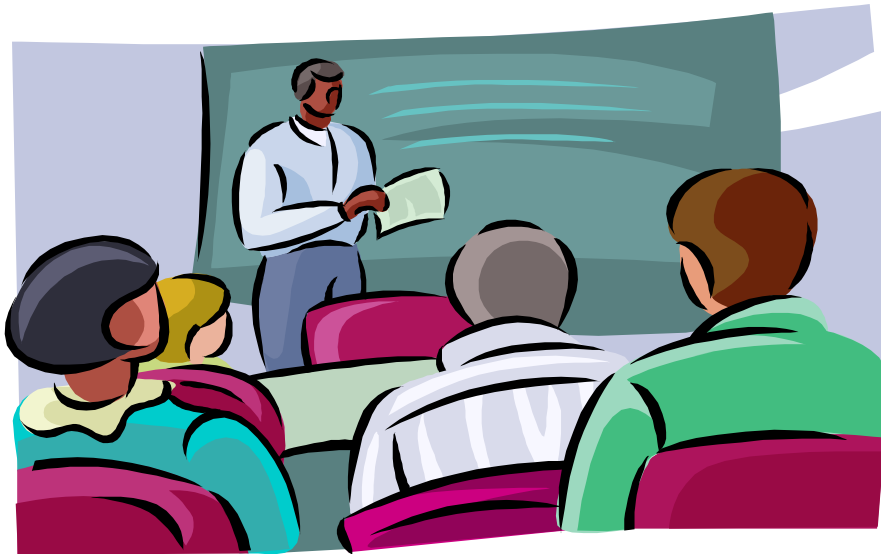
# As many or all of you know,

- when we prepare to be professors in doctoral-level study, unless we are formally studying college or university administration, we rarely get a glimpse of any details of enrollment management, at least prior to very recent times



# As we also know,

- usually, nothing tends to prepare us for this in the tenure and academic promotion processes either—  
e.g., Associate Professor to Full Professor

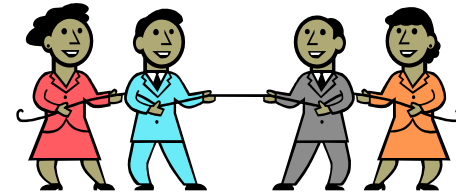


# A generalization worth mentioning...

- The tenured professoriate in any university in the United States typically hears about enrollments when a chair, dean, provost, or president provides a formal outcome report on the state of the department, college, division, or entire institution
- Only when the enrollment problems tend to be dire, possibly resulting in major funding cuts, lay-offs, or program reductions or closings (like we sometimes read about in the *Chronicle of Higher Education*), does the enrollment issue become a daily concern for many in the professoriate

# There are some “traps” in logic that we can fall into...

- “Academic standards versus enrollment: We’ll have to lower our academic expectations and demands of students if we want to keep all or most of our students here until graduation.”
- “Enrollment is the concern of the admissions office, not my office—we teach who shows up.”
- “Just recruit a better quality student and we’ll have less of a retention problem.”

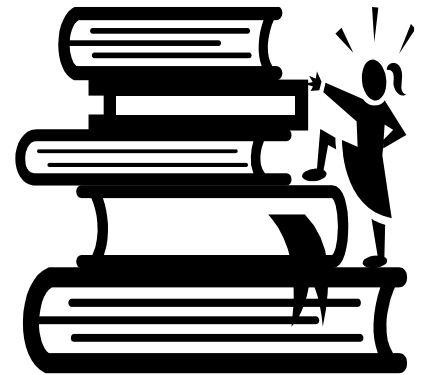


# Of course, there are reasonable responses to each of these...

- Don't lower academic standards, but if we are going to continue a mission of being a university of choice **and opportunity**, we must meet students who are trying to succeed “halfway” with interventions and services
- By “trying”, we mean submitting assignments on time, regularly attending and participating in class, dutifully adhering to course syllabi, and so forth
- Due to SVSU's mission, our very reason for existence, we cannot often change admissions policies. Minor adjustments can be made, but radical change here would alter the reason for the institution's existence.

# The faculty role is crucial in

- referring students for academic help: Writing Center, Math/Physics Resource Center, Multi-Cultural Services, Career Services (for undeclared majors), etc.
- referring students for personal assistance: Counseling Center, Disability Services Office, Residential Life, and Financial Aid, among others



# SVSU Writing Center

Free of charge, provides tutorial sessions, workshops, and resources for students to develop their skills as writers and critical thinkers within the academic community and the community at large. The Writing Center also supports faculty whose courses include writing and works with faculty in their professional writing.

## **We help students:**

- Brainstorm ideas
- Understand assignments and plan responses
- Learn effective organizational techniques
- Learn to use updated versions of APA and MLA formats
- Improve writing and language skills if English is not the native language

The poet W. B. Yeats once wrote, "Education is not the filling of a pail but the lighting of a fire." This fire is the reason universities exist.

All of us can remember times when someone helped us light or fan our own fires. Even if a student's fire is but a spark, all of us who teach and mentor seek ways to feed the flame, to help students make their dreams come true and this is what we strive for every day at the **SVSU Instructional Support and University Writing Center.**

--Diane Boehm,  
SVSU Center Director



# SVSU Math & Physics Resource Center

- Free of charge, exists to help students succeed in their mathematics and lower level physics courses.
- Provides walk-in tutoring support for students in MATH 081 - MATH 262 and PHYS 106-212
- The Center also provides special workshops, study materials, and math placement testing services.

“In a society that is increasingly dependent on technology, it is essential that our students have a strong foundation in basic mathematical skills. Yet for many of our students, the most prevalent hurdle is passing their math requirements.”

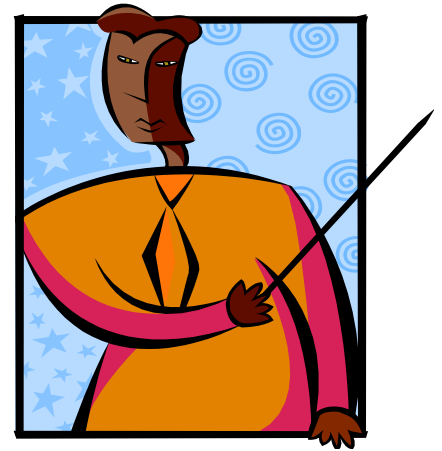
“The SVSU **Math and Physics Resource Center** is a friendly place where students from all backgrounds can gain the necessary skills and confidence they need to succeed in their math and physics classes to achieve their academic and professional goals.”

--Nancy Colwell and Amy Hlavacek,  
SVSU Center Co-Directors



# The faculty role is also essential in

- Providing input into early warning systems, to alert the appropriate offices that can offer help to students in academic trouble during their first year of study
- Giving career advice to majors or helping students clarify realistic professional objectives, linking choices of electives and minors to such goals
- Encouraging and informing students in the area of co-curricula campus engagement activities (clubs related to major), internships, and faculty-led



Clearly communicating with the faculty is imperative to the student retention cause!

- For many students, the faculty are the faces of the university
- Faculty need to be brought into the enrollment management conversation, along with Student Affairs—committees are excellent ways of doing this
- Faculty often have excellent ideas in the area of retention, especially pertaining to their majors/fields of study

Here at SVSU, we actively engage faculty in the student retention and persistence-to-graduation initiatives:

- Informing them of the Enrollment Management Division's pilot projects including use of the ACT Student Readiness Inventory, Plan of Action for Student Success (P.A.S.S.), and Freshmen Seminar
- Including faculty in the SOAR and Fresh-Start Orientation Processes
- Establishing faculty focus groups across all colleges conducted by enrollment managers



# SVSU also

showcases its faculty members' research achievements and offers a faculty-Student Research and Creativity Institute to encourage faculty-student scholarly collaboration outside the classroom. Joint proposals are made to a committee and funding may be allocated to support the project.



# Enrollment Goals and Faculty Collaborations...

“If you don’t know where you are going, you will probably end up somewhere else.”

-- Dr. Lawrence J. Peter (1919-1990)  
Professor of Education, University of South

