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I. RESEARCH METHODOLOGY

Project Challenge

A member approached the Council with the following questions:

Administrative Collaboration between Academic Affairs and Student Affairs: In what ways do other institutions' organizational structures foster collaboration between academic affairs and student affairs administrators? Is there a designated liaison between academic affairs and student affairs? Are there committees charged with integrating the academic affairs and student affairs' goals and programs? What guidelines do other institutions recommend for increasing effective collaboration between student affairs leaders and academic affairs leaders? What programs are jointly sponsored by academic affairs and student affairs? How are these programs funded?

Promoting Student Intellectual Engagement beyond the Classroom

Through additional programming: What programs (e.g., residence t progr

Sources

Education Advisory Board's internal and online research libraries (www.educationadvisoryboard.com)

National Center for Education Statistics (<http://nces.ed.gov/>)

I. RESEARCH METHODOLOGY

Research Parameters

The council interviewed administrators at seven private libraries.

II. EXECUTIVE SUMMARY

Key

III. ADMINISTRATIVE STRUCTURES ACROSS CONTACT INSTITUTIONS

Administrative Overview

At most contact institutions, a dean of the college or a dean of students manages student life initiatives (e.g., residential life, student health, student conduct, and academic support). Correspondingly, a vice president for academic affairs, a provost, or a dean of faculty serves as the chief academic officer and oversees matters related to academic departments and faculty. However, **College G** operates under a slightly different structure, with one dean dedicated only to student support services and another administrator responsible for residence life, student health, and additional functions. **College B** also organizes under an alternative structure.

Typical Distribution of Administrative Responsibilities across Most Contact Institutions

Dean of Students (also referred to as Dean of the College or Dean of Student Affairs at some contact institutions) oversees athletics, deans of students, residence life, student health, student activities, community service, academic support*, and the outing club.

Dean of Academic Affairs or Dean of the Faculty oversees the center for teaching and learning, directs the library, and partners with the faculty.

*At **College A** and **College G**, academic support falls under academic affairs.

New Position at College G: Vice President for Campus Life

Administrators at **College G** recently decided to divide the Dean of the College's responsibilities among two positions: the Vice President of Campus Life and the Dean of the College. Because a faculty member serves as the Dean of the College, the Vice President of Campus Life is a new position. The Vice President of Campus Life will be responsible for student life initiatives, including residential life, student health, student conduct, and student support services. The Dean of the College will continue to oversee academic departments and faculty.

III. ADMINISTRATIVE STRUCTURES ACROSS CONTACT INSTITUTIONS

President of College Life attends, although as the role takes shape, the vice president may not need to continue to attend.

Residence Life and Student Health

Contacts explain that the Dean of the College will continue to contribute to the overall direction of residence life and student health as well as any crisis situations that arise. The Vice President of Campus Life, however, will manage the day-to-day operations of these two student services.

Dean of the College at College B Manages Academic Matters

At College B, the position Dean of the College maintains oversight for academic matters, including academic departments, the library, and the registrar. Contacts at College B explain that the Dean of the College and the Dean of Students collaborate closely on issues involving c



III. COLLABORATION BETWEEN ACADEMIC AND STUDENT AFFAIRS ADMINISTRATORS

Administrators Designated as Liaisons



Within Academic Affairs

At **University C**, one of two associate deans in the Provost and Dean of Academic Affairs' office is the liaison to the Assistant Dean of the College.

Within Student Affairs



At **College E**, an Associate Dean of Students for Academics and an Associate Dean of Students for Student Life

III. COLLABORATION BETWEEN ACADEMIC AND STUDENT AFFAIRS ADMINISTRATORS

academic support and academic advising (both managed by the Dean of Faculty) to support students as they adjust to college.

The Writing Center and Academic Resource Center: At **College G**, the writing center director reports to the Dean of the College but also has an informal reporting relationship to the Dean of the Faculty. Together, the director and the deans developed faculty programs on writing pedagogy. Similarly, the Dean of the College oversees the academic resource center and helped develop a remedial program in basic science skills.

Multicultural Affairs: Most student affairs contacts report involving faculty in diversity initiatives.

Off-Campus Studies: At **College B**, student affairs and academic affairs administrators are discussing sharing responsibility for

IV. PROGRAMMATIC APPROACHES TO FOSTERING STUDENT INTELLECTUAL ENGAGEMENT

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At **College F**, first-year students discuss the common read book over Facebook and during orientation.

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Student affairs administrators at **University C** and **College B** oversee community service coordinators who are charged with developing opportunities to link academic inquiry and community service. To that end, at both institutions, these community service coordinators increasingly seek input from academic affairs administrators and faculty:

The director of the Center for Outreach and Volunteerism at **University C** reports to Dean of the College (i.e., student affairs administrator) but maintains an informal reporting relationship with the Dean of the Faculty.

College B administrators recently merged two positions – coordinator for community service (a student affairs position) and coordinator for civic engagement (an academic affairs position) – in an effort to integrate co-curricular learning into the academic culture. The new

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6. Living Learning Co

IV. PROGRAMMATIC APPROACHES TO FOSTERING STUDENT INTELLECTUAL ENGAGEMENT

As part of the College House system at **College A**, between 28 and 34 students live in one of eight College Houses; most residents are sophomores, although all first-year students are assigned a house affiliation. Fraternities previously occupied the houses before College A's Greek organizations disbanded. The House system is part of and funded by the residence life division. Contacts tout the following characteristics of the House system:

Faculty Advisers Interaction with Residents

A faculty adviser partners with each house, and house living rooms are used to host meals and other gatherings that promote intellectual discussion. Faculty advisers receive a stipend for their participation in the house and the Dean of Faculty notes the advisor's service.

Support for Academic Planning

Contacts suggest that the house system helps direct sophomores to consider major selection and studying abroad; the house system is especially effective in mitigating the common sophomore assumption that less support for academic planning is required beyond the first year.

Resources for Intellectual Engagement

Each house operates on a budget of \$8,000, which includes funds to take trips to nearby cities and to invite speakers to the house. Contacts report that administrators are in the process of building an evaluation that assesses the skills the house program affords students.

V. PROGRAMMING CALENDARS AND EVENT SPACE

Campus Calendars

Across contact institutions, faculty-sponsored, student affairs-sponsored, and student-organized events may appear on a central calendar. At College E, athletic events are also advertised on the central calendar. However, contacts acknowledge that student organizations prefer to advertise events through Facebook and social media websites, so the central calendar does not comprehensively capture the variety of events in any given week.

Recommendations for Encouraging Campus Calendar Use

Distributing Events throughout the Academic Year

Several contacts explain students and faculty plan most spring semester events during April because of poor weather during January and February and spring break occurs in March. Contacts recommended that student affairs offer programs when student organizations are not operating in full (e.g., during t

Contacts at College A recommend that student affairs units coordinate during a retreat: they compare event offerings and distribute them accordingly on a master, poster-size calendar that everyone can view simultaneously.

V. PROGRAMMING CALENDARS AND EVENT SPACE

Space for Informal Gatherings

Contacts identify several campus spaces that are conducive to small, informal gatherings in which students may discuss coursework, current events, or a visiting speaker's remarks. Additionally, contacts report that students also use these spaces for study groups, group project meetings, or to meet with faculty members.

Student and Academic Affairs Buildings

Contacts at College F identify the Multicultural Center and the Science Center as buildings with small rooms intended for informal gatherings. Additionally, contacts at College E explain that the recently renovated science and social science buildings offer space for group study.

Student Centers and Unions

At most contact institutions, contacts report that the student center, especially the café housed in the student center, is a popular place for student gatherings. Contacts at College E explain that the library is reserved for individual study.

Semi-Public Gathering Spaces Connote a Culture of Intellectual Engagement

Contacts at College E describe group study spaces (e.g., cafés and rooms with glass walls) as semi-public, sending the message that students are engaged in learning.

Student Center Features

College G: recreation room with pool tables, a movie theater, the academic support hub, a reading room, and rooms for group study.

College A: indoor track, café, student organization offices, athletics office, international affairs office.

Dining Halls and Residence Halls

At College A, contacts suggest that the dining halls offer a space for informal discussion of current events, academic course work, and campus activities--especially on the weekend over brunch. Additionally, contacts at College A observe that first-year students frequently gather in the residence hall corridors where students hold informal conversations and sometimes even study.

