



TO: University of Idaho Faculty and Staff
FROM: John Wiencek, Provost and Executive Vice President
DATE: June 15, 2018
SUBJECT: Shared Advising and Recruiting Structure

As you know, one of the goals outlined in the University of Idaho's strategic plan is to grow enrollment. Critical to our enrollment growth is both recruitment and retention of students.

Over the past three years, I have had many discussions with the deans and others about how we manage professional recruiting and professional advising at the University of Idaho and how we can improve our processes to best serve our students. These discussions have considered both centralized and decentralized approaches to managing professional recruiting staff and professional advising staff. Together we have learned a lot about both approaches.

I realize this topic has caused anxiety and stress over the last year for some of our professional advising and recruiting staff and the faculty who work with those staff. Last fall we met as a community and worked through some rather thorny relationship and communication issues. At a key dinner meeting, the Vandal Success Coalition was formed to address these issues. This group, under the leadership of Vice Provost Cher Hendricks, assessed our recruiting and advising structure and proposed ways to modify our current approach so that we can move forward together more effectively.

First and foremost, advising is a university-wide responsibility, and the faculty play a pivotal role in this vital student service. Faculty will continue to play a central role in advising students. Going forward, we will provide more training for faculty advisors and institute rewards for faculty who advise effectively. We will also address how to adjust faculty workloads to accurately reflect the full range of faculty responsibilities, including advising. This conversation will be driven by the University Teaching and Advising Committee, in cooperation with Vice Provost Cher Hendricks.

Students want and need more consistent and readily accessible advising of the highest quality. Our faculty alone will not be able to take on all aspects of student advising. We must also have an engaged and coordinated group of professional staff that can partner with and augment the work of our faculty. Our professional advising staff perform admirably, and over the last year they have made significant strides to improve first-year retention. We need both faculty and professional staff advisors to effectively meet the advising needs of our students.

After lengthy discussion with impacted groups and college leadership, we have developed a few recommendations for moving forward. Keep in mind we are only talking about college recruiters and professional advisors — faculty advising will not be directly impacted by the changes recommended below:

1. All professional advisor and recruiter positions (college and central) will be brought together creating one common recruiting and advising organizational structure that is shared between Strategic Enrollment Management (SEM) and the colleges effective July 1, 2018.
2. All college recruiters and professional advisors will physically stay where they are and will not be significantly reassigned for the immediate future. While we are creating one cohesive organizational structure for recruiting and advising, this does not mean recruiters and advisors currently embedded in the colleges will be disrupted.
3. Recruiter and advisor team member evaluations and goal setting will be managed collaboratively by SEM and the college dean (or other appropriate personnel as determined by the dean), consistent with the way other split appointments are managed at the University of Idaho.
4. We will address many college-specific requirements as part of this new organizational approach. SEM and the Provost's Office staff will meet with each college leadership team to more fully develop specific plans.
5. In an effort to be transparent as we continue our pursuit of excellence in student recruitment and professional advising, we will monitor the process as it evolves and

work collaboratively to make adjustments as needed to ensure all involved are working together effectively and efficiently.

I appreciate the hard work done by the Vandal Success Coalition, Cher Hendricks, the deans and others who have been involved in this dialogue and plan development. We have a very talented team of faculty, professional recruiters and professional advisors, and I appreciate all of their hard work and dedication. With this new organizational structure in place, I am confident we will continue to work together productively and efficiently and make the changes necessary to provide our students with the best possible University of Idaho experience.

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