

Designing Metrics of Success for the Offices of the Dean of Students Integration

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Abstract:

The Offices of the Dean Students Office, within the Division of Student Affairs at Rutgers University-New Brunswick, reorganization is aimed to help create greater efficiencies; encourage collaboration; promote academic partnership; and review utilization of space. Nine objectives were identified to guide ODOS leadership in developing a collective mission and examining processes to support students and staff experiences. Furthermore, ODOS leadership expressed interest in learning how the integration could support changes that could build and maintain a positive work culture. Through this initiative, the project managers will create measurement tools to assess the progress of the following 4 objectives and create recommendations for a future work culture assessment:

- *Objective 1: Create greater capacity to address student issues.*
- *Objective 2: Create opportunities for ODOS to play a critical role in student transitions and success*
- *Objective 3: Cultivate a generalist capacity in staff members to assist with a host of student issues.*
- *Objective 4: Create capacity to support larger programs, campaigns, and campus needs.*

Primary Stakeholders:

- The Offices of the Dean of Students professional staff
- Rutgers New Brunswick student population

Key Steps/Activities:

- Discovery: Benchmarking + ODoS needs assessment overall and per unit
- Define: ODoS leadership (and units) identify KPIs for each objective.
- Design: Based on KPIs, adjust expectations of skills and performance of staff and systems. Then, design a plan to train and implement staff resources.

Effectiveness Measures:

- Training Session- Learning outcomes based surveys
- Staff survey and focus groups to measure the impact of changes on their perceptions of having "greater" capacities to meet student needs and overall job engagement and success.
- Student Survey and focus groups to understand impact of services and staff structure on supporting student transition experience and on-going needs

Communication/Engagement:

- Leveraging existing network channels for regular updates – newsletters, staff meetings, etc.
- Utilizing regular Town Hall settings for vision and major shift updates
- Utilizing scheduled summer training sessions for staff connection and feedback opportunities
- ODoS Staff and Student Focus Groups

Proposed Timeline:

Spring 2022: Review timeline and goals with sponsor. ODoS finalize KPIs per objective.
Summer 2022: Develop cross-training materials to meet objectives.
2022-2023: Launch metrics plan

Current Status/Future Directions:

The integration is underway and a detailed plan ready to be shared with sponsors at the conclusion of RLA.
 Beginning Fall 2022, project managers will begin training ODoS leaders on what a work culture assessment is, how to conduct one, and recommendations for formal measurements/tools to be implemented at the end of 2022-2023 academic year to examine ODoS experiences within the integrated model.