

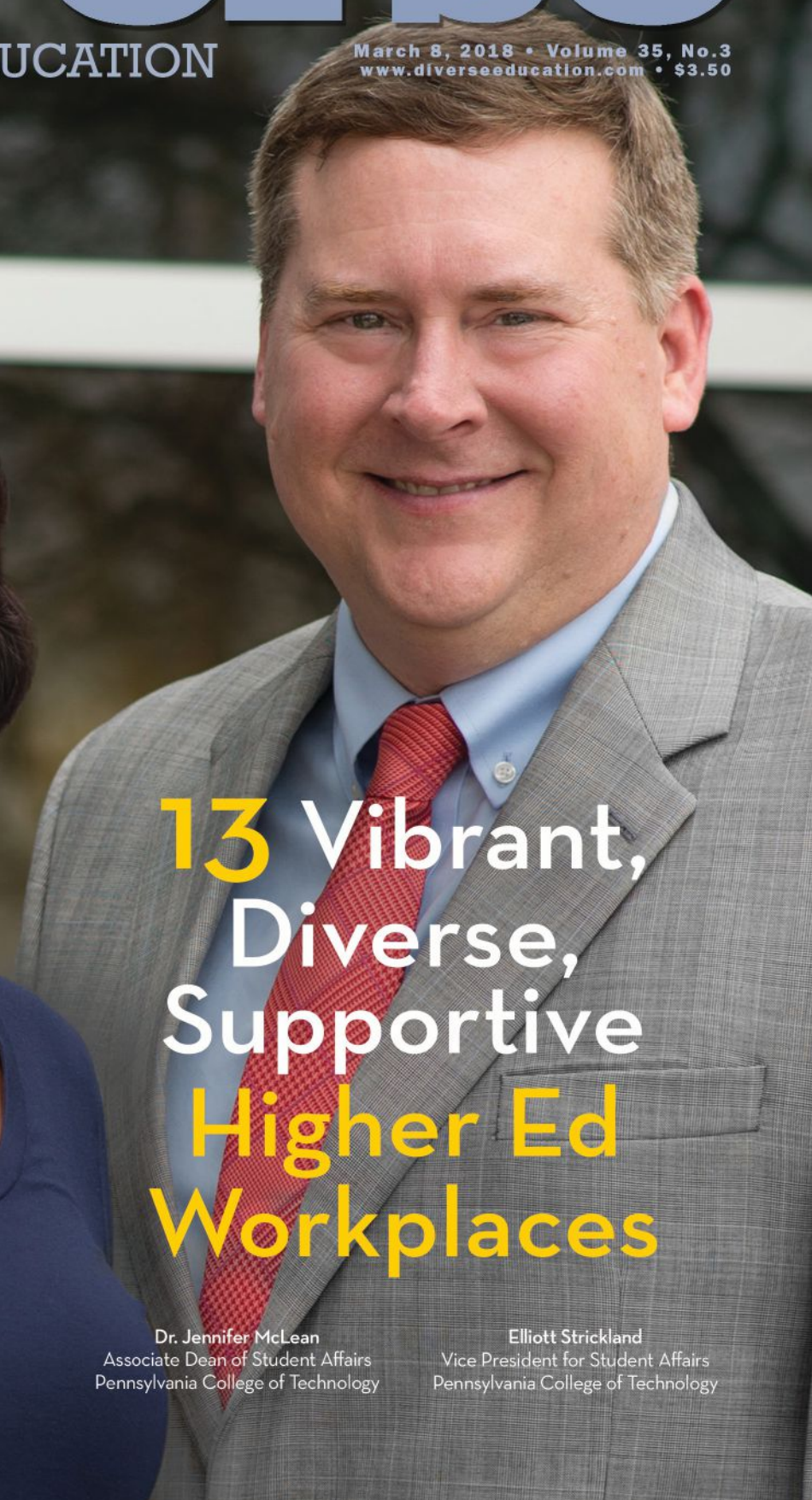
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13 Vibrant, Diverse, Supportive Higher Ed Workplaces



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Most Promising Places to Work in Student Affairs 2018

Now in its fifth year, Most Promising Places to Work in Student Affairs (MPPWSA) is a national recognition that celebrates student affairs workplaces that are vibrant, diverse, supportive and committed to staff work-life balance, professional development and inclusive excellence. MPPWSA offers institutional leaders information that can be used to improve practices across their student affairs community, while also serving as a useful tool for employers, career services staff and job seekers across the country.

Institution	Senior Student Affairs Officer	Location	Level	Control	Enrollment
California State University Channel Islands	Dr. Wm. Gregory Sawyer	Camarillo, CA	4-year	Public	6,167
Clark University	Dr. Francy Magee	Worcester, MA	4-year	Private	3,094
Holy Names University	Michael Miller	Oakland, CA	4-year	Private	866
Miami University	Dr. Jayne Brownell	Oxford, OH	4-year	Public	8,437
Pennsylvania College of Technology	Elliott Strickland	Williamsport, PA	4-year	Public	5,465
Rutgers-New Brunswick	Dr. Felicia E. McGinty	New Brunswick, NJ	4-year	Public	37,364
Saint Louis University	Dr. Kent Porterfield	St. Louis, MO	4-year	Private	13,287
Shepherd University	Dr. Thomas C. Segar	Shepherdstown, WV	4-year	Public	3,779
The Ohio State University	Dr. Javaune Adams-Gaston	Columbus, OH	4-year	Public	66,444
The University of Vermont	Dr. Annie Stevens	Burlington, VT	4-year	Public	11,898
Towson University	Dr. Deb Moriarty	Towson, MD	4-year	Public	22,284
University of West Georgia	Dr. Scot Lingrell	Carrollton, GA	4-year	Public	13,308
Virginia Tech	Dr. Patricia Perillo	Blacksburg, VA	4-year	Public	30,598

PROJECT TEAM BIOGRAPHIES

Dr. Terrell Lamont Strayhorn (principal investigator) is a professor and founding CEO of Do Good Work Educational Consulting, LLC, a research firm that specializes in translating research discoveries to improve policy and practice, as a way of ensuring all students' success. Author of 10 books, more than 200 journal articles, chapters, and reports, Strayhorn is an internationally known student success expert and public speaker.

Dr. Royel Montel Johnson (co-principal investigator) is assistant professor of higher education at Pennsylvania State University, within the Department of Educational Policy Studies. His research focuses on major policy- and practice-relevant issues in education, such as college access and success; race, equity and diversity; and student learning and development. He is co-editor of a forthcoming book on historically Black colleges and universities.

ABOUT THE STUDY

This study was first proposed by *Diverse: Issues in Higher Education* as a possible partnership with the American College Personnel Association (ACPA) in 2011.

Dr. Terrell Strayhorn was commissioned by ACPA and *Diverse: Issues in Higher Education* to serve as the project's principal investigator. In this role, Strayhorn developed the Most Promising Places to Work in Student Affairs (MPPWSA) Survey in consultation with experts on the project's advisory board. The original survey was pilot-tested with a small sample of non-ACPA member institutions; feedback from the pilot-test helped to clarify survey items, correct logic sequencing and determine the utility of our scoring algorithm.

The purpose of this commissioned study was to examine the extent to which diversity and inclusion permeates aspects of various divisions of student affairs (or equivalent) at participating ACPA-member institutions across the globe, including administrative structures, commitments, work environments and staffing practices.

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Most Promising Places

The top 13 Most Promising Places to Work in Higher Education for 2018 were identified based on results from this year's survey using an algorithm that considers weighted data for all points highlighted in this issue. This year's MPPWSA institutions are listed here alphabetically.

California State University Channel Islands

Camarillo, CA / Founded 2002
csuci.edu/studentaffairs

"I am honored that California State University Channel Islands (CI) has been selected as one of the Most Promising Places to Work in Student Affairs for the third consecutive year. CI's Division of Student Affairs' aim is to provide students with excellent needs-based programs and services that cultivate a diverse learning community where leadership, wellness, personal and civic responsibility are valued and embraced. At CI, it is our belief that the excellence of a university begins and ends with the well-being of its campus membership. Receiving the recognition of one of the Most Promising universities to work for in Student Affairs for a third time is a tribute to, and confirmation of, the dedicated and committed staff in the Division of Student Affairs at CSU Channel Islands. This is indeed an honor for our campus and community."

— Dr. Wm. Gregory Sawyer
VP for Student Affairs

Clark University

Worcester, MA / Founded 1887
clarku.edu/offices/student-affairs

"Clark University's Division of Student Affairs is honored to be part of, and recognized for, the work we are embracing with strategy and heart. We have committed as a team to engage in practices shaped by shared paradigms for improving inclusion and for dismantling systematic oppression and inequity. We bring our whole selves to this work, including what we know professionally as well as personally, which enables our collective learning as individuals and as a team. While this is work that, at times, feels risky and is often unclear in terms of exact next steps, we do it, knowing we will learn together to be better able to support each other, serve our students, and help others on campus."

— Dr. Francy Magee
Assistant Provost &
Dean of Students

Holy Names University

Oakland, CA / Founded 1868
hnu.edu/student-life

Holy Names University was founded in 1868. The Holy Names campus provides a close-knit, supportive environment that allows for rigorous learning and personal development. Students experience close partnerships with distinguished faculty and learn to question, experiment, research and sharpen professional skills that they will use throughout their lives.

— Michael Miller
VP for Student Affairs

Miami University

Oxford, OH / Founded 1809
miamioh.edu/student-life/student-affairs

"Our Division of Student Affairs team has increased our focus on creating transformational opportunities and inclusive environments at Miami where all students can learn, grow and succeed. Being recognized by *Diverse: Issues in Higher Education* for the second year in a row really encourages us to continue on this path in our work."

— Dr. Jayne Brownell
VP for Student Affairs

Pennsylvania College of Technology

Williamsport, PA / Affiliated 1989
pct.edu

"We are honored to be recognized for a second time as a Most Promising Place to Work in Student Affairs. Pennsylvania College of Technology is unique in the landscape of higher education: a national leader in applied technology education in a traditional campus setting focused on student learning and development. Our impact on students is a testament to the hard work of our talented staff. At Penn College, people make the difference."

— Elliott Strickland
VP for Student Affairs

Rutgers University- New Brunswick

New Brunswick, NJ / Founded 1766
studentaffairs.rutgers.edu/

"We're honored to be recognized again as a promising place to work in the field of student affairs. Since our last recognition, we have placed great emphasis on further strengthening the organizational environment within the Division of Student Affairs at Rutgers University-New Brunswick. Our new tag-line, 'There's a U in Rutgers,' emphasizes the responsibility that all divisional staff members have with shaping the divisional culture positively for all stakeholders. The steps that we have taken to build upon our last recognition have led to an influx of new talented staff into the division and to a renewed commitment by current staff towards achieving a high level of excellence in all we do. In the past year, we have had a number of our employees be recognized nationally for their contributions to the profession."

— Dr. Felicia McGinty
VC for Student Affairs

Saint Louis University

St. Louis, MO / Founded 1818
slu.edu/division-of-student-development

"Saint Louis University is truly honored to be selected as one of the 2018 Most Promising Places to Work in Student Affairs. This is the fourth consecutive year we have been recognized in this way, which is both thrilling and humbling. Staff diversity is critical to our aspiration to be an exemplary student affairs division that supports student success and holistic learning. We want our students to understand and appreciate the

interconnectedness of multiple perspectives and cultural identities as part of a broader humanity. We expect Saint Louis University students to express compassion for others, act in service with others and pursue social change that serves a greater good. At Saint Louis University, we call this 'higher purpose, greater good.'"

— Dr. Kent Porterfield
VP for Student Development

Shepherd University

Shepherdstown, WV / Founded 1871
shepherd.edu/studentaffairs

"Receiving this honor affirms Shepherd University's commitment to inclusive staffing practices and a collaborative work environment. I am thrilled we have received this award again and know this recognition has been made possible through remarkable colleagues in Student Affairs and throughout our institution."

— Dr. Thomas C. Segar
VP for Student Affairs

The Ohio State University

Columbus, OH / Founded 1870
studentlife.osu.edu/

"I have said many times that the Student Life staff at Ohio State is among the best in the field. Their dedication to creating the extraordinary student experience for each and every student is not just a goal, it is a way of going about our work. I am grateful and proud that our team's efforts and expertise are being recognized for the fourth year with a place on the list of Most Promising Places to Work in Student Affairs."

— Dr. Javaune Adams-Gaston
Senior VP for Student Life

The University of Vermont

Burlington, VT / Founded 1791
uvm.edu/studentaffairs

"I am deeply humbled to accept this designation on behalf of the University of Vermont's Division of Student Affairs. While this recognition is a significant marker of achievement, we know there is still much work to be done. As a division, we acknowledge the institutionalized oppression and systemic racism that continues to manifest nationally, locally and on our campus. I continue to be sincerely grateful for the outstanding professionals in our division, who consistently push us to strive for greater equity and inclusion.

We remain actively engaged in this work in order to thoughtfully provide programs and services that meet the diverse identities and changing needs of our students. We know this work can, at times, be difficult; and yet, we believe it is integral to creating a more inclusive campus and abiding social change."

— Dr. Annie Stevens
VP of Student Life

Towson University

Towson, MD / Founded 1865
towson.edu/studentaffairs

"Towson University (TU) offers students the best of both worlds. We have the academic programs and exceptional faculty typical of a large university coupled with the close-knit community and personalized approach of a small college. TU's wide range of programs and extracurricular activities contribute to a dynamic student experience. Students can pursue diverse interests and cultivate undiscovered talents."

— Dr. Deb Moriarty
VP of Student Affairs

University of West Georgia

Carrollton, GA / Founded 1906
westga.edu/administration

"This recognition for the fourth year in a row is a testament to the excellent work that is done every day in the Division of Student Affairs and Enrollment Management at the University of West Georgia. The recognition is not what we strive for, but it is a natural outcome of keeping students first, and focusing on our Divisional Goals of Caring, Collaboration, and Growth and Development. I couldn't be more proud of the efforts our employees make to help students succeed."

— Dr. Scott Lingrell
VP for Student Affairs

Virginia Tech

Blacksburg, VA / Founded 1872
dsa.vt.edu

"Virginia Tech's Division of Student Affairs is a community of educators and lifelong learners. Our Aspirations for Student Learning and the university's Principles of Community are espoused values, and ones we as a division can and do articulate, uphold and model. We underscore the concept of 'to know and be known,' and I believe that sense of belonging and our commitment to the university's motto of "Ut Prosim" (That I May Serve) are reasons we receive such distinctions."

— Dr. Patricia A. Perillo
VP for Student Affairs

Diversity Policies

Diversity is a hallmark of American higher education, even in student affairs divisions. Most Promising Places have many diversity policies in place that guide workplace behaviors and support staff worklife. This table presents a summary.

Institution	Bias Monitoring	Climate Toward Diversity	Commitment to Diversity	Comprehensive New Staff Orientation	Hiring Process Strategy	Long Term Planning Participation	Leadership Toward Diversity	Performance Evaluation Process	Professional Development Opportunities	Staff Autonomy	Support for Departure	Support for Professional Development
California State University Channel Islands	A	B	A	A	A	A	A	A	A	B	A	A
Clark University	A	A	A	C	A	A	A	A	B	A	A	A
Holy Names University	A	B	A	A	A	B	A	A	C	A	C	A
Miami University	A	A	A	A	A	A	A	A	A	A	A	A
Pennsylvania College of Technology	A	B	A	A	A	A	A	A	A	A	A	A
Rutgers-New Brunswick	A	A	A	A	A	A	A	A	A	B	A	A
Saint Louis University	B	A	A	A	A	A	A	A	A	B	A	A
Shepherd University	A	A	A	A	A	A	A	A	B	A	A	B
The Ohio State University	A	A	A	A	A	A	A	A	A	B	A	A
The University of Vermont	B	B	A	A	A	A	A	A	A	B	A	A
Towson University	A	B	A	C	A	A	A	A	A	A	A	A
University of West Georgia	A	B	A	A	A	A	A	A	A	A	A	A
Virginia Tech	A	B	A	A	A	A	A	A	B	A	A	B

Diversity Benefits

Institution	Caregiving Leave For All	Childcare Services	Continuing Education	Education Leave	Elder Care Services	Flexible Work Schedules	Mentoring	Stress Reduction Programs
California State U Channel Islands	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Clark University	Yes	No	Yes	Yes	No	Yes	Yes	Yes
Holy Names University	Yes	No	Yes	Yes	No	Yes	Yes	No
Miami University	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Pennsylvania College of Technology	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Rutgers-New Brunswick	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Saint Louis University	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
Shepherd University	Yes	No	Yes	No	No	Yes	No	No
The Ohio State University	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
The University of Vermont	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Towson University	Yes	Yes	Yes	No	No	No	No	Yes
University of West Georgia	Yes	No	Yes	Yes	No	Yes	Yes	Yes
Virginia Tech	Yes	Yes	Yes	No	Yes	Yes	No	Yes

Staff Profile

The Most Promising Places to Work in Student Affairs are promising because of the amazing staff members that constitute the team. The following charts and tables summarize data, facts, and figures about this year's Most Promising Places and how they stack up against all schools surveyed.

Institution	# Full Time Staff	# Part Time Staff	50% Female SA Staff	30% Ethnic Minority	5% LGBT Staff	5% Staff with Disabilities	Average Salary Senior Staff	Average Salary Mid-Level Staff	Average Salary Entry-Level Staff
California State U Channel Islands	87	2	Yes	NR	NR	NR	\$105,909	\$71,727	\$50,515
Clark University	27	3	Yes	Yes	Yes	NR	\$80,000	\$55,000	\$38,000
Holy Names University	29	8	Yes	Yes	No	NR	\$105,000	\$55,000	\$45,000
Miami University	107	77	No	No	No	NR	\$93,703	\$55,426	\$38,493
Pennsylvania College of Technology	116	280	Yes	No	Yes	No	\$93,338	\$58,927	\$42,071
Rutgers-New Brunswick	1,218	2,696	Yes	Yes	Yes	Yes	\$120,000	\$75,000	\$50,000
Saint Louis University	154	36	Yes	Yes	NR	No	\$152,840	\$68,260	\$38,980
Shepherd University	61	28	Yes	No	No	No	\$86,500	\$50,000	\$30,000
The Ohio State University	1,162	6,151	No	Yes	NR	NR	\$126,049	\$67,678	\$45,166
The University of Vermont	197	3	Yes	Yes	Yes	Yes	\$96,000	\$56,000	\$36,000
Towson University	143	5	Yes	No	NR	NR	\$119,991	\$72,065	\$53,182
University of West Georgia	210	700	Yes	Yes	No	No	\$110,000	\$52,000	\$36,000
Virginia Tech	62	2,429	No	Yes	NR	NR	\$110,095	\$64,853	\$45,160



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TU recognizes the Division of Student Affairs for being named one of the Most Promising Places to Work in Student Affairs by Diverse: Issues in Higher Education and the American College Personnel Association.

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