
Partnership Overview

Client

Bowling Green State University
Division of Student Affairs
January-June 2004

The Challenge

- To reassess the administrative model of the Student Health Service (SHS) in anticipation of a search for a new director
- To recruit a visionary new leader of SHS after the loss of a well respected and valued director
- To critically understand the challenges and opportunities that the new director would face in advancing the health of the campus community and supporting a strong learning environment
- To strengthen the structure and organization of health-related programs and services

BGSU wanted to appoint a new SHS director whose leadership would both build on the legacy of the former Director and respond to BGSU's vision for the future. They required the advantages of an objective, external point-of-view to truly 'see' the opportunities that existed for the SHS programs and services – and the benefits for students that those opportunities would bring.

The Vision >>

To appoint a Director who would be a full partner in the work of Student Affairs and a thoughtful contributor to its efforts to support the learning environment on campus.

The Strategy >>

- Perform a comprehensive review of SHS mission, vision, direction, structure, organization, administration, program, and services with a special focus on the strengths and opportunities for improvement of the current SHS administrative operating model
- Recommend the most effective administrative model for SHS and the most productive collaborative structure for SHS and other health-related programs and services
- Facilitate strategic planning meetings to support BGSU's decision-making needs
- Develop and implement a recruitment strategy: design and placement of the position description, management of the interview process, rating of candidates based on BGSU's needs and goals, and facilitation of the negotiation process

The Results >>

BGSU has been able to:

- Hire a progressive, inspirational new director who is creating new networks, relationships, and opportunities for SHS
- Allocate SHS resources more effectively – emphasizing services that provide the highest value for the largest number of BGSU students and creating significant improvements in the programs and services offered to students
- Integrate the work of SHS with other Student Affairs and academic programs more successfully

Keeling & Associates Project Solution

- Review and assessment of SHS
- Strategy for strengthening SHS and reinforcing collaborative relationships with other health-related programs and services
- Professional human resource management assessment and recruiting

Tangible Deliverables:

- Position description
- Recruitment strategy
- Compensation strategy
- Appointment of a new Director for SHS
- Summaries of assessment findings and research
- Detailed strategic recommendations
- Presentation of findings and recommendations to SHS staff

Intangible Deliverables:

- Renewed sense of engagement, camaraderie and vision among SHS employees
- Stronger relationships with other campus departments and faculties for more progressive and interactive service delivery
- Full SHS participation in the work of Student Affairs

Client Feedback

"I appreciated Keeling and Associates' thoroughness, professionalism, and high level of work. They identified key issues with viable solutions. Their recommendations have provided us a wonderful opportunity to move our student health service to the "cutting edge" of collegiate health (in addition, we received a great new director from the process!).

Edward G. Whipple, Ph.D.
Vice President for Student Affairs

"It has truly been a pleasure working with you. Your insight on the issues were right on target. I feel really good about the direction or road map you have provided for the Student Health Service and other health related programs on campus."

Bettina C. Shuford, Ph.D.
Assistant Vice President for Students Affairs and
Director of the Center for Multicultural and Academic Initiatives

"Just a quick note to thank you for everything this past year. I am elated by the things that are happening at BGSU. Although transition is always difficult I want you to know that Keeling and Associates have been instrumental in making positive things happen here."

Cindy Puffer, R.Ph.
Pharmacy Services Coordinator
Assistant Director Student Health Service