

# CONTENTS

About the Authors ix

Preface xxvi

---

## **PART ONE: HISTORICAL CONTEXT 1**

1 Historical Overview of American Higher Education 3

John R. Thelin and Marybeth Gasman

2 The History of Student Affairs 20

Robert Schwartz and Dafina-Lazarus Stewart

3 Philosophies and Values 39

Robert D. Reason and Ellen M. Broido

---

## **PART TWO: PROFESSIONAL CONTEXT 56**

4 Institutional Identity and Campus Culture 58

Kristen A. Renn and Lori D. Patton

5 Campus Climate and Diversity 73

Kimberly A. Griffin

6 What Is Ethical Professional Practice? 89

Sue A. Saunders and Christine M. Wilson

7 Legal Foundations and Issues 107

Thomas Miller

---

**PART THREE: THEORETICAL BASES OF THE PROFESSION 121**

8 The Nature and Uses of Theory 137

Susan R. Jones and Elisa S. Abes

9 Holistic Development 153

Marcia Baxter Magolda and Kari B. Taylor

10 Cognitive Development 169

Patricia M. King

11 Psychosocial and Identity Development 185

Vasti Torres and Brian L. McGowan

12 Critical Theoretical Perspectives 205

Ebelia Hernández

13 Organization Theory and Change 220

Adrianna Kezar

14 Environmental Theories 236

Samuel D. Museus

15 Student Retention and Institutional Success 252

Amy S. Hirschy

---

**PART FOUR: ORGANIZATIONAL ASPECTS OF PROFESSIONAL PRACTICE 268**

16 Framing Student Affairs Practice 270

Kathleen Manning, Jillian Kinzie, and John H. Schuh

17 Organizational Structures and Functions 288

Maureen E. Wilson

- 18 Strategic Planning and Finance in Student Affairs 308  
Brian A. Burt and John H. Schuh
- 19 Assessment and Evaluation 327  
Ann M. Gansemer-Topf and Lance C. Kennedy-Phillips
- 20 Left Behind: How the Profession of Student Affairs Is Underprepared to Meet  
Students Where They (Digitally) Are 344  
Jeffrey Rokkum and Reynol Junco
- 21 Academic and Student Affairs Partnerships 359  
Elizabeth J. Whitt

---

## **PART FIVE: ESSENTIAL COMPETENCIES 375**

- 22 Professionalism 377  
Jan Arminio and Anna M. Ortiz
- 23 Multicultural Competence and Change on Campus 392  
Raechele L. Pope and John A. Mueller
- 24 Leadership 408  
John P. Dugan and Laura Osteen
- 25 Staffing and Supervision 423  
Joan B. Hirt, Tara E. Frank, and Patricia A. Perillo
- 26 Teaching and Facilitation 437  
Stephen John Quaye
- 27 Counseling and Helping Skills 452  
Amy L. Reynolds
- 28 Advising Student Organizations 466  
Norbert W. Dunkel and Nancy E. Chrystal-Green
- 29 Crisis Management 484  
Mahauganee D. Shaw and Larry D. Roper
- 30 Designing Programs for Engaging Difference 499  
Sherry Watt, Cindy Ann Kilgo, and Wayne Jacobson
- 31 Applying Theories and Research to Practice 514  
Florence A. Hamrick and Jillian Kinzie

---

**PART SIX: THE FUTURE 531****32 Evolving Roles and Competencies: Professional Development  
Reconsidered 532**

Peter Magolda and Jill Ellen Carnaghi (with contributions from Aleidra  
Allen and Hoa Bui)

**33 Shaping the Future 550**

Susan R. Jones, John H. Schuh, and Vasti Torres

**Name Index 567****Subject Index 579**