

3.9.3

Student Affairs and Services: Qualified staff

The institution provides a sufficient number of qualified staff - with appropriate education or experience in the student affairs area - to accomplish the mission of the institution.

Judgment

Compliance Partial Compliance Non-Compliance Not Applicable

Narrative

Tennessee Technological University (TTU), through the Office of the Provost and the Office of Student Affairs, employs a sufficient number of qualified personnel under the current organizational structure who have appropriate education and experience to qualify them to provide effective services and programs to meet the needs and goals of the students. Through these quality resources and activities, these offices are empowered to support the mission of the University, including establishing an inclusive and diverse campus that enriches the educational experience, promotes personal growth and a healthy society, prepares students for success in a global economy, and enhances America's economic competitiveness.

Office of the Provost

The Office of the Provost [1] provides leadership and oversight for a number of TTU student services units and programs across the institution, specifically the Office of Enrollment Management and Student Success, Career Services, and the Student Success Centers. These offices provide a vast array of academic and administrative support functions to undergraduate and graduate students. These units frequently collaborate to share information and best practices in order to maximize their efficiency and effectiveness. Career Services [2] operates with three administrative and clerical staff members in addition to approximately eight undergraduate student employees and volunteers as the office works to facilitate career planning and employment for undergraduate and graduate students.

The Office of Enrollment Management and Student Success (EMSS) [3] provides support to University students, faculty, and staff through the effective and efficient operation of its eight distinct divisions. These eight offices work as a proven team, not only within the unit of Enrollment Management and Student Success, but also in cooperation with various academic and administrative offices across campus to provide top-notch service from recruitment through admission until graduation. Within these multiple units, EMSS employs approximately 57 administrative, professional, and clerical staff; 56 undergraduate and graduate student employees; and 50 volunteers. All individuals in leadership positions for these units have a minimum of a master's degree and many have additional qualifications including a PhD, two with EdD degrees and two individuals entering the dissertation phase of an EdD. Further descriptions of the roles and responsibilities of each EMSS division can be found in Core Requirement 2.10 - Student Support Services.

The Student Success Centers (SSCs) [4] are the primary academic advising offices located within the academic units at TTU. These centers house 18 administrative employees, both professional advisors and administrators, with an additional 14 administrative staff provided by EMSS as well as approximately four graduate and 31 undergraduate student employees. The SSCs primarily serve freshmen, sophomores, and undergraduate transfer students in degree planning, academic support, career counseling, and academic interventions. Staffing for professional advising personnel is based on advisor-student ratios as recommended by the National Academic Advising Association. Approximately 94% of professional advisors have completed a minimum of a master's degree.

Office of Student Affairs

The TTU Office of Student Affairs [5] oversees administrative offices that provide support to prospective and enrolled students by offering services, programs, and engagement for both undergraduate and graduate students to encourage personal and academic growth. These services and programs enrich student life, enhance the academic experience, and contribute to an environment that encourages personal growth and development. Student Affairs is divided into 12 divisions that employ approximately 82 administrative and clerical personnel, 335 undergraduate students, 24 graduate students, and 40 volunteers. Administrative staff members in leadership positions within Student Affairs have acquired a variety of advanced degrees including one PhD, one EdE, one EdD, two EdS's, an earned MBA, and five master of arts degrees. Detailed descriptions of the individual units housed within the Office of Student Affairs can be found in Core Requirement 2.10 - Student Support Services.

Staff Selection and Evaluation

All personnel for the Office of the Provost and the Office of Student Affairs are selected using systematic and detailed search and hiring protocols [6] under the guidance of the TTU Office of Human Resources. Administrative and professional positions are advertised locally, regionally, and nationally using diverse resources, including Web outlets such as HigherEdJobs.com and various professional association job boards. Additionally, all administrative and clerical personnel receive annual performance evaluations, including an evaluation form [7] [8] [9] and an interview with the employee's immediate supervisor. For additional details on the TTU job search, selection, and evaluation process, review Comprehensive Standard 3.2.9.

Qualified Staff Electronic Verification

TTU maintains that positions within the referenced offices and divisions require sufficient levels of education and professional experience relevant to the specific position. As evidence of the education and experience of personnel who hold these positions, professional vitae are provided below, in addition to the full list of employees and positions available in Table 3.9.3 Qualified Staff Roster and Information [10]

Sandra Bohannon, Director of Student Affairs/Eagle Card [Vita]
Ed Boucher, Assistant Vice President for Student Affairs [Vita]
Marc Burnett, Vice President for Student Affairs [Vita]
Kelly Chambers, Manager of Scholarships Office [Vita]
Kevin Flanery, Director of Military and Veterans Affairs [Vita]
Chester Goad, Director of Disability Services [Vita]
Brandi Hill, Director of Office of the Registrar [Vita]
Robert Hodum, Associate Vice President of Enrollment Management and Student Affairs [Vita]
Michelle D. Huddleston, University Service Center Coordinator [Vita]
Melissa Irvin, Director of Retention Services [Vita]
Julie Longmire, Director of Advisement Services [Vita]
Charlie Macke, Director of Residential Life [Vita]
Debbie Maynard, Associate Director of Financial Aid [Vita]
Lester McKenzie, Director of Financial Aid [Vita]
Patricia Smith, Director of Counseling Center [Vita]
David Mullinax, Director of University Recreation and Fitness Center [Vita]
Allen Mullis, Director of Orientation and Student Success [Vita]
Tony Nelson, Interim Director of University Police [Vita]
Mark Ochsenbein, Dean of Students [Vita]
Robert Owens, Assistant Vice President for Student Affairs [Vita]
Alexis Pope, Director of Undergraduate Admissions [Vita]
Leigh Ann Ray, Director of Health Services [Vita]
Katie Williams, Director of Student Activities [Vita]
Jerri Winningham, Transfer Coordinator [Vita]

Professional Development and Involvement













Professional development is encouraged and supported within the Office of the Provost and the Office of Student Affairs. Many employees are active members of their different professional organizations within their area of expertise such as the National Association of Student Personnel Administrators (NASPA), Tennessee Association of Collegiate Registrars and Admissions Officers (TACRAO), the Tennessee Association of Student Financial Aid Administrators (TASFAA), the Association of College and University Housing Officers – International (ACUHO-I), and the National Academic Advisors Association (NACADA). Administrative personnel are urged to attend local, regional, and national professional association conferences and are often invited to serve on advisory boards and in leadership roles in higher education organizations including the College Board, the Nelnet National Advisory Board, Tennessee Association for Counselor Education and Supervision, and Tennessee Association of Higher Education and Disability.





























Employees across these divisions are given access to various on-campus technology training, workshops, and webinars to supplement their qualifications and knowledge in addition to utilizing TTU's educational benefits to pursue advanced degrees [11]. Specific examples include hosting webinars during National Campus Safety Awareness month [12], DegreeWorks training [13], TTU Advising Exchange [14], and Question-Persuade-Refer (QPR) training [15]. Several staff members have obtained additional certifications and credentialing within their professional area to further enhance their knowledge and skills; these areas include Certified Prevention Specialist, Emergency Management Institute training, and Peace Officer Standards and Training (POST). Administrative personnel also teach courses with different academic disciplines, give presentations and webinars, write for publication in professional journals, and serve on numerous institutional committees [16]. The Office of Enrollment Management and Student Success has also used consulting services as well as professional services from the Education Advisory Board to assess unit operations and outcomes related to nationally recognized best practices.

Conclusion

TTU employs the necessary number of qualified personnel throughout the University's various student services offices to adequately support the institution's mission. The methods the University utilizes for the selection, training, evaluation, and continuous professional development of these staff members indicates that the University is in compliance with Comprehensive Standard 3.9.3.

Sources

-  [01] Office of the Provost
-  [02] Career Services
-  [03] Enrollment Management
-  [04] Student Success Centers Landing Webpage
-  [05] Student Affairs
-  [06] Employment_Procedures_Rev_A_04162012
-  [07] Human Resources Policies Procedures Rev F 12 02 11
-  [08] Performance Appraisal Form
-  [09] Clerical and Support Employee Performance Evaluation
-  [10] Table 3 9 3 Qualified Staff Student Affairs and Services 3_4_2015
-  [11] Educational Assistance for Tennessee Tech Employees
-  [12] Training Webinars During NCSAM 2014 Info_ Clery Center

-  [13] Training
-  [14] TTU Advising Exchange
-  [15] Suicide Information & Prevention & QPR Training
-  [16] University Standing Committees
-  [Vita] Bohannon
-  [Vita] Boucher
-  [Vita] Burnett
-  [Vita] Chambers
-  [Vita] Flanary
-  [Vita] Goad
-  [Vita] Hill
-  [Vita] Hodum
-  [Vita] Huddleston
-  [Vita] Irvin
-  [Vita] Longmire
-  [Vita] Macke
-  [Vita] Maynard
-  [Vita] McKenzie
-  [Vita] Mullinax
-  [Vita] Mullis
-  [Vita] Nelson
-  [Vita] Ochsenbein
-  [Vita] Owens
-  [Vita] Pope
-  [Vita] Ray
-  [Vita] Smith
-  [Vita] Williams
-  [Vita] Winningham