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.

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8.	Compliant	_	Non-Compliant	 Not Applicable

Compliance Report Narrative

Note: Text for all linked documents below can be increased/decreased for ease of reading by pressing your keyboard's Ctrl key while rotating the mouse wheel.

At Angelo State University, the Office of the Vice President for Student Affairs and Enrollment Management (SAEM) is dedicated to providing the highest quality student affairs programs, services, and activities to promote student learning and enhance the university educational experience. Program areas coordinated through SAEM include the following: Student Life and Student Services, including Student Involvement, Student Government, and Counseling Services; Career Development; Housing and Residential Programs; University Recreation and Intramurals; and Enrollment Management, including Financial Aid, Admissions, and the Registrar's Office. Each of these program areas is described in Core Requirement 2.10, Student support services.

Currently, SAEM has 46 key staff positions, including a vice president of the division; an associate vice president for enrollment management; an executive director of student life; directors in the departments of career development, counseling services, housing and residential programs, university recreation and intramurals, recruitment services and admissions, financial aid, and registrar services; and coordinators for student organizations, Greek Life and community service, and leadership development. Student affairs personnel have the educational and professional qualifications and experience necessary to provide appropriate and effective student affairs programs and services, as indicated in the ASU Roster of Key Student Affairs and Enrollment Management Staff, 2011–2012. The roster lists the name, title, responsibilities, educational qualifications, and professional qualifications for all key personnel. The roster also summarizes SAEM staff participation in professional development activities over the past two years.

A variety of training and professional growth opportunities are available to SAEM personnel, including conferences, workshops, and instructional webinars. In addition, the ASU Human Resources office offers regular training on compliance issues, such as how to comply with the Family Education Rights and Privacy Act (FERPA), as well as on ASU's administrative processes (Administrative Processes Training web page). ASU's Information Technology team provides training to students, faculty, and staff in the use of technology to enhance the student educational experience. Training is offered through several services, as summarized in Comprehensive Standard 3.4.12, Technology use.

SAEM staff applicants are rigorously screened and chosen through a process that involves a thoughtful use of both job descriptions and needs assessment to define each position and a thorough procedure to match the best candidate with the given program. The search is generally conducted by a committee that includes faculty and staff who work in related areas and understand the specific needs of the given program as well as appropriate student representatives. Additionally, student affairs personnel are periodically evaluated to ensure quality and effectiveness. This evaluation includes an annual self-assessment, a supervisor assessment, and a scheduled interview. See Comprehensive Standards 3.2.9, Personnel appointment, for details regarding institutional policies on staff appointment and evaluation.

Off Site Team Comments

The majority of student services are provided by the Division of Student Affairs and Enrollment Management (SAEM). Each department area is described in the Compliance Report (CR 2.10). A Vice President and an Associate Vice President manage the division. The administrative organization chart indicates that the Vice President reports to the President of the institution and is part of the senior leadership team.

An overview for job responsibilities for each professional position is provided, including educational qualifications and professional experience of each current employee. Generally the staff seem to have appropriate degrees and relevant experience for the position held.

Documentation is provided regarding recent attendance at external professional development conferences for some staff members but many have no professional development listed. It appears that professional development outside the institution is somewhat limited. Reference was made to the opportunity for internal administrative process training but no record of participation was documented.

While the above information established the sufficiency of qualifications of the student affairs staff, there was not any information provided to establish that the number of qualified staff is sufficient to accomplish the mission of the institution.

University Response

Since ASU's submission of the Compliance Certification, a new vice president was hired for the division of Student Affairs and Enrollment Management (SAEM), and the division underwent changes in structure. We would like to take this opportunity to describe these changes while responding to the Off-site committee's findings. Under the guidance of the new vice president, staffing is adequate to meet demands in each area and professional development has occurred. See Current Roster of SAEM Staff for qualifications and professional development for key personnel.

Upon arriving at Angelo State University on July 1, 2012, the new Vice President of Student Affairs and Enrollment Management conducted a thorough analysis of the division's organizational structure, staffing patterns, and effectiveness. For the 22 months prior to July 1, the university hired an interim Vice President for the SAEM division and an Associate Vice President for Enrollment Management through the Registry for Colleges and Universities.

During those 22 months, direct reports to the Vice President of Student Affairs and Enrollment Management included:

- Housing and Residential Programs
- o Student Life
- University Recreation and Intramurals
- Student Support Center
- o Associate Vice President for Enrollment Management
- o SAEM Director of Budget, Policy and Planning

Additional departments and/or services in the division included:

- Career Development
- o Clubs and Organizations
- o Greek Life
- o University Center Program Council (UCPC)
- Leadership Development
- Student Government
- Counseling Services
- o oversight of the food service/meal plan
- o Financial Aid (including Veteran's Affairs)
- Admissions
- o Registrar Services
- o oversight of the Hispanic Serving Institutions (HSI) grants

The staffing patterns for the above model were not consistent across the division. Additionally, some services were duplicated with other departments within the division or in other divisions within the university.

In efforts to equalize the leadership and guidance of both subdivisions (student affairs and enrollment management), the new Vice President moved to a model of Executive Directors for each subdivision that report directly to him. The position for Associate Vice President for Enrollment Management was eliminated and the positions of Executive Director for Enrollment Management and Executive Director of Student Affairs were created in order to lead their respective subdivision as demonstrated in the Student Affairs and Enrollment Management Organizational Chart and as described below.

The Director of Admissions moved into the role of Executive Director of Enrollment Management while maintaining his duties as Director of Admissions. Additional departments reporting to the Executive Director of Enrollment Management include the following:

- Financial Aid (including Veterans Affairs)
- Registrar Services

The Director of the University Recreation (UREC) moved into the role of Executive Director of Student Affairs while maintaining his duties as Director of UREC. Departments reporting the Executive Director of Student Affairs include the following:

- Housing and Residential Programs
- Student Life (Career Development, Center for Student Involvement)
- Student Services (Counseling Services)

The SAEM Vice President's office assumed oversight of the Student Government Association via the Director of Student Life and maintained supervision of the HSI grant via the Director of Budget, Policy, and Planning/HSI Title V Project Coordinator.

Student Affairs Subdivision Summary

The Housing and Residential Programs department maintains 18 full-time employees that work in the housing and residential programs front office, the residence halls, and in the facilities/maintenance area. The department also employees 38 students in the roles of Student Hall Directors and Resident Assistants in five residence halls. In FY11-12, housing and residential programs served 2,157 students. The department works with other departments and divisions in providing co-curricular programs such as the living-learning and honors communities and educational programs throughout the academic year.

The Student Life department maintains 5 individuals in administrative roles, 3 non-exempt employees and is divided into two subgroups: Career Development and the Center for Student Involvement, which includes Student Organizations, Greek Life and Community Service, and Student Programs and Activities. The primary objective for the Student Life department is to support and implement services to foster the holistic development of students and to assist them in learning and practicing those qualities that will enable them to enrich their personal lives, improve their abilities to serve and contribute to society, and become good citizen leaders in their professions and in their communities. The department works closely with academic affairs in developing co-curricular activities and programs. Placement in the workforce while the student is in college and upon graduating is also of high priority for the department.

Prior to September 2012, the department of Student Services was a part of the Student Life Department. Based on inadequate judicial and ADA services, the decision was made to move Student Services out of the Student Life department. Currently, the Student Services department maintains 6 full-time employees and one part-time employee. The student services department oversees student judicial services, ADA services, counseling services and oversees compliance issues relative to Title IX. The department is currently moving judicial services from a decentralized system of operation to a centralized system and is preparing to deploy a web based software system to maintain and track judicial incidents across the University to provide better efficiency and response.

The University Recreation and Intramural Department (UREC) maintains eight (8) full-time employees including two (2) paraprofessionals and approximately 150 student employees to serve approximately 3,500 students (50%) along with 200 faculty/staff and 300 foundation members in the newly renovated

student recreation center and outdoor facilities. The intramural program was nationally ranked in the 2012 Princeton Review for "everyone plays intramural sports." Many of the intramural and extramural UREC teams have either qualified and/or won national titles in their respective sport.

UREC is divided into 4 subgroups: Outdoor Adventures, Fitness, Aquatics and Facilities, and Intramural Sports/Club Sports/Sport Camps. UREC provides outdoor activities including adventure trips, workshops, and education sessions; offers approximately 20 weekly non-credit fitness classes and personalized fitness training opportunities; water safety and instructional programs; open recreation activities; youth and sport camps; and over 15 individual, dual, and team intramural sport activities.

The newly renovated indoor recreation facility includes a 10,000 sf weight room with cardiovascular and free weights, an indoor jogging track, a 40' climbing gym and bouldering area, multipurpose gymnasium, racquetball courts, 50' natatorium, two multipurpose studios, three classrooms, and locker rooms. Outdoor facilities managed by UREC include an 18-hole disc golf course, Lake House facility, lighted multipurpose field complex, 12 lighted tennis courts, and a lighted and fenced softball field.

UREC's mission is to engage the campus community with recreation and wellness programs designed to stimulate growth and development by enhancing healthy lifestyles through participation opportunities, educational experiences, and supportive services. Through recreational involvement, UREC provides a safe and contemporary environment for social interaction while improving sportsmanship and fostering leadership development. The vision of the department is to continue to be recognized nationally as a premiere department in recreational services. Our strategic vision encompasses dynamic programs and services dedicated to develop the holistic education of students and foster a vibrant and diverse campus community while complimenting the academic curriculum.

Enrollment Management Subdivision Summary

Currently, the Office of Admissions maintains 22 full-time staff members in four subdivisions of the department: admissions counseling, business operations, outreach, and transfer services. In total, for FY11 and FY12 combined, the Office of Admissions serviced approximately 66,000 total freshmen and transfer inquires and processed more than 10,000 applications for admission that resulted in approximately 5,400 enrollments of freshmen and transfer students. In addition, Admissions also serviced each student, depending on their funnel status (prospect, inquiry, applicant, admit, registered) by communicating targeted messaging from ASU's Banner Constituent Relationship Management system. Admissions held six large recruitment events that brought approximately 1500 students to campus.

The Office of Admissions just underwent a significant reorganization in September 2012 in order to leverage human resources more effectively given the recent technological and business process shift towards a relationship management system. In short, the reorganization created a business operations unit with primary responsibility developing, maintaining, documenting, and executing business processes for the various information and communication systems in the office. In addition, the reorganization also absorbed transfer recruitment responsibilities into the currently existing admissions counselor territories. Overall, the reorganization has been much needed, and Admissions has the necessary infrastructure and appropriate number of staff in place to manage its operations.

The Office of Financial Aid maintains 11 full-time staff. In total, for FY11 and FY12 combined, Financial Aid received and processed more than 22,000 FAFSAs from prospective, new, and current students. In addition, Financial Aid disbursed more than \$135,498,000 to approximately 13,300 students over a two year period. During this time, the number of FAFSAs increased by more than 6% and is expected to increase again in the coming year. Overall, the need for financial assistance continues to rise in our student population. Financial Aid is adequately staffed and has been proactive and successful in automating much of the processing and aid disbursements to accommodate students' needs.

Registrar Services maintains 8 full-time employees. All students, alumni, faculty and staff are provided with registration services such as adding/dropping classes, verifying enrollment, receiving credit for examination, checking grades, requesting transcript copies, withdrawals, and maintaining/verifying/tracking of the meningitis vaccinations.

Hispanic Serving Institution grant

As aforementioned, the SAEM division has responsibility for oversight of the Hispanic Serving Institution Title V grant, which is currently in year three. Funding for staffing was accomplished through the grant. Staff have been integrated into various SAEM departments. Coordination of the grant resides with the Director of Budget, Policy, and Planning/HSI Title V Project Coordinator. This federal grant from the U.S. Department of Education has also provided funding to ASU for initiatives that lead to an increase in college access, retention and graduation rates. Through a collaborative venture with Academic Affairs and Student Affairs, the university has been able to enhance tutoring centers, a writing lab, add wireless technologies to classrooms, seek articulation agreements with community colleges and transition the Student Support Center to a Veterans Center.