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Comprehensive Standard 3.9.3

The institution employs qualified personnel to ensure the quality and effectiveness of its student affairs programs.

Judgment: Compliant

Response:

The Division of Student Affairs and Academic Support at the University of South Carolina provides a comprehensive array of programs and services led by top professionals in their respective fields. The **organizational structure**, which integrates traditional student affairs departments with academic support departments, enables a level of collaboration and cohesiveness that addresses the full scope of student learning. Our professionals benefit from the organizational structure in their direct interaction with academics and continued focus on student success and persistence.

Beyond the organizational chart, the full breadth of **programs and services** within the Division illustrates the institutional focus placed on educating the whole student. The staff members selected to lead Student Affairs and Academic Support departments are well credentialed and are leaders at the institutional, state, regional, and national levels. **Staff profiles** for professional staff members as of March 1, 2010, have been provided to outline the exceptional education, experience, and leadership qualifications throughout the Division. Professional staff members have been defined as permanent and temporary grant employees classified as exempt or at least a band 5 state classification. Staff profiles are arranged according to the employee's department, as identified on the organizational chart.

Although Division staff have many opportunities to engage in professional development activities within their respective professional organizations, the Division has a **professional development program** that has been recognized with an Excellence Award from the National Association of Student Personnel Administrators (NASPA). The professional development program was created to advance the educational and learning opportunities of staff on a continuous basis. Comprehensive programs address staff needs, campus concerns, and national trends and issues. Programs include **authors' forums** and **division meetings**, a **reading program**, an annual in-house conference, a **monthly recognition program**, orientation seminars for new professionals and graduate students, **core competencies assessment**, an **individual development plan**, a **blog**, and a **job shadowing program**.

Authors' forums have been a particularly successful component of the professional development program, using timely and relevant topics to bring together practitioners across campus, including members of academic affairs, advancement, and auxiliary services, who often are participants in the Division's professional development offerings. Some nationally well-known speakers for this speaker series included: Dr. Gregory Blimling, Dr. Nancy Boyd-Franklin, Dr. Marilee Bresciani, Mr. David Callahan, Dr. D. Stanley Carpenter, Dr. Richard Kadison, Dr. George Kuh, Dr. Don McCabe, Dr. Neil Matthews, Dr. Edward Spencer, Dr. Marcy Shankman, Mr. William Strauss, and Dr. Terrell Strayhorn. The annual in-house conference is also a noteworthy component of the professional development offerings, as it provides a cost effective mechanism to focus on a particular area of interest using campus, regional and national experts. Themes have included: change management, health and wellness, technology, diversity, accountability, assessment, affordability, and the student experience. Past keynote speakers have included: Dr. Michael Cuyjet, Dr. John Gardner, Dr. Susan Komives, and Dr. John Schuh. A team of individuals from throughout the division serve on a committee to plan each year's professional development offerings.

Classified staff receive an **annual performance evaluation** through the employee performance management system (EPMS) process. Staff members with supervisory responsibilities are evaluated based on the performance of their duties as outlined in their job description, certain **performance characteristics** chosen based on the nature of their particular roles, and defined objectives for the given evaluation period.

Unclassified staff, most of whom report directly to the Vice President for Student Affairs and Vice Provost for Academic Support, are evaluated using a questionnaire that documents major accomplishments for the evaluation period, management strengths and weaknesses, areas of excellence within the individual's reporting departments, areas needing improvement within the individual's reporting departments, and objectives for the upcoming year.

Evidence of qualified staff may be most effectively documented through the **recognition and awards** received by departments and programs, as well as the awards received by key staff members. This recognition at the state, regional and national levels indicates that programs and services are not only effective within the University, but are best-practice models on a larger level.

Regional Campuses

USC Lancaster

The University of South Carolina Lancaster offers programming which helps develop the whole student, and student affairs programming is continually monitored to ensure adequate support for students. As student enrollment has increased over the last decade so too has support for co-curricular development. In July 2008 the campus added the position of Assistant Dean of Student Affairs in order to meet the demands of a growing and diversifying campus. USC Lancaster has named qualified personnel in key areas of Student Affairs in order to insure the best possible programming. **Staff profiles** as of 1 May 2010 have been provided to document the excellent credentials of staff responsible for this programming.

Student Affairs programs are evaluated in several ways. We have implemented student surveys for the Freshman Orientation Program and will continue to do so particularly since the orientation format will change in Summer 2010. In terms of qualitative evaluation, we have informal focus groups—namely Peer Advisors and Student Government Association leaders—who plan and implement programming and then meet to discuss outcomes and effectiveness. At least twice a year the Director of Student Life organizes Student Organization Presidents' Roundtables. These more formal focus groups allow organization leaders to discuss plans for the year as well as outcomes of certain campus events their groups have sponsored.

Our **Athletics** programming operates under the guidelines, procedures and eligibility requirements of the **National Junior College Athletic Association (NJCAA)**. Our coaches, teams, student athletes and general policies are subject to its scrutiny and compliance standards. Coaches are members of the following organizations: South Carolina Junior Golf Association, Golf Coaches Association of America, the South Carolina High School Coaches Association, and the United States Tennis Association.

The **USC Lancaster Counseling Center** and the **Behavioral Intervention Team** will undergo review in June 2010 by an outside evaluator from the mental health section of the American College Health Association. The evaluator is also a site surveyor for Accreditation Association for Ambulatory Health Care (AAAHC) which manages accreditation of health and counseling center services. We intend to implement recommendations as we are fiscally able and to continue regular evaluation of both entities thereafter.

Staff members in Student Affairs are evaluated by their immediate supervisors using the **Employee Performance Management System (EPMS)** instrument employed for state of South Carolina classified employees. Faculty members who work in Student Affairs areas are evaluated by their Academic Division Chair, a Peer Review Committee, and, in some instances, by a campus administrator or a faculty survey.

As an integral part of the University of South Carolina, USC Lancaster benefits from many professional development opportunities offered from the Columbia campus. Our faculty and staff have participated in University 101 training and refresher courses, keynote addresses by nationally known experts in the area of Student Affairs, and workshops at the USC Center for Teaching Excellence. Additionally, Student Affairs faculty and staff participate in other non-USC trainings, conferences and organizations. We have been a part of events and trainings (including online forums and listservs) sponsored by the National Association of Student Personnel Administrators (NASPA), the Southern Region Orientation Workshop (SROW) conferences, the Association on Higher Education and Disability (AHEAD), and the South Carolina Psychological Association.

USC Salkehatchie

The University of South Carolina Salkehatchie is committed to the development of the whole student, in the classroom as well as outside of it. Support services such as the Opportunity Scholars Program and extracurricular activities such as athletics contribute much to the development of the individual student.

USC Salkehatchie employs qualified personnel to ensure the quality and effectiveness of its student affairs programs. Four individuals handle student affairs: the Associate Dean for Student Services, the Assistant Director for Student Services, the Director of the Opportunity Scholars Program, and the Student Activities Coordinator.

Associate Dean for Student Services: Jane Brewer

Ms. Brewer has been employed at USC Salkehatchie since 1978 when she began as director of recruiting for the campus. She is currently the Associate Dean for Student Services. She is involved in many community organizations. She holds an BA in English Education from UNC Chapel Hill and an MEd in Guidance and Counseling from North Carolina State University.

Assistant Director for Student Services: Marian Easterlin

Ms. Easterlin has been employed at USC Salkehatchie since 1989. She began in the Business Office, then moved to Student Services, and worked as director of recruiting before being named Assistant Director of Student Services in 2008. She also participates in Athletic Fundraising and special events. She holds a BA in Liberal Arts from USC Columbia and a BA in Business Management from Kaplan University.

Director of the Opportunity Scholars Program: Carolyn Banner

Dr. Banner joined USC Salkehatchie this year, after serving as director of the Extended Campus program at USC Columbia's for four years. She has been employed in higher education since 1986 and has extensive experience in administration, program development, counseling and teaching. Currently, she is the Director of the Opportunity Scholars Program for USC Salkehatchie. She holds a BS degree in Biology from Voorhees College, MPH in Public Health from the University of South Carolina, and a PhD in Education from Walden University.

Student Activities Coordinator: Mitch Smith

Mr. Smith is the Student Government advisor. He is also the Head Women's Softball Coach. He has a degree in Communications for USC Aiken. In addition to his experience as a softball assistant and head coach, he has experience planning student activities and supervising students as a resident advisor and an orientation leader as well as being on the intramural staff while in college and as a resident hall mentor while he was employed at Louisburg College.

The quality of services provided is continually evaluated through an online **Student Satisfaction Survey**. In addition, the administration holds student forums twice a year with Student Government to hear feedback from Student Government. We invite students to make suggestions and comments also through electronic and physical **Suggestion Boxes**.

USC Sumter

The University of South Carolina Sumter is committed to the development of the whole student, in the classroom as well as outside of it. Support services such as the Opportunity Scholars Program and extracurricular activities such as athletics contribute much to the development of the individual student.

USC Sumter employs **qualified personnel** to ensure the quality and effectiveness of its student affairs programs. Two individuals handle the primary tasks student affairs: the Associate Dean for Student Affairs, and the Campus Recreation Coordinator.

The goals, intended outcomes, and quality of services provided is continually evaluated through suggestion boxes placed in various places around campus, and through the South Carolina Commission on higher Education Institutional Effectiveness Reports on **Student Development**. In addition, the administration holds Town Hall meetings twice a year with Student Government to hear feedback from Student Government. We invite students to make suggestions and comments also through the electronic **Suggestion Box**.

Student Affairs Staff members are evaluated through the University's **EPMS System**, and training and professional development are given as needed and is coordinated by the Associate Dean of Student Affairs and the **USC Sumter Faculty/Staff Professional Development Screening Committee**.

USC Union

USC Union offers a variety of Student Support Services. These services include **Career Start, Financial Aid Student Work-Study, Opportunity Scholars Program (OSP), Student Activities, and Student Disability Services**. The organizational chart and academic credentials for the Student Services staff can be found under the **Administration** section of the USC Union Academic Bulletin. **Student Service Staff profiles** are also available. Student Support Services staff members are evaluated annually through the Employee Performance Management System (EPMS). Student Support Services programs (student events, admissions, orientations) are evaluated each semester for customer satisfaction as a part of the Student Evaluation of Instruction as well as in the Withdrawal Survey that each student completes before graduation, changing USC campuses, transferring or withdrawing. Results of the surveys are reported to the appropriate personnel in Student Support Services, in the **Annual Accountability Report** and in periodic S.C. Commission on Higher Education **Effectiveness Reports**. Student Support Services staff members attend both USC specific training sessions and external workshops on a regular basis to maintain current in the field.

Supporting Documentation:

Description	Source
Student Affairs, Professional Development, and Performance	
Student Affairs and Academic Support Organizational Chart	http://www.sa.sc.edu/docs/dsadas_org_chart_nov09.pdf
Department Listing	http://www.sa.sc.edu/departments.htm
Leadership Profiles	http://www.sa.sc.edu/about/staff
Awards and Recognition	http://www.sa.sc.edu/bravo.htm
Meetings and Forums	http://www.sa.sc.edu/pd/categories/division-meetings
Reading Program	http://www.sa.sc.edu/pd/categories/friday-morning-lit
Recognition Program	http://www.sa.sc.edu/pd/categories/recognition
Core Competencies	http://www.sa.sc.edu/pd/pdf/CCA.pdf
Individual Development Plan	http://www.sa.sc.edu/pd/pdf/IDP.pdf
Blog	http://www.sa.sc.edu/pd/categories/at-large-blog
Job Shadowing	http://www.sa.sc.edu/pd/categories/job-shadowing-program
Employee Performance Management System (EPMS)	http://hr.sc.edu/forms/managsup.pdf
Performance Characteristics	http://hr.sc.edu/relation/epms.html#selected
Lancaster	
Staff Profiles	http://usclancaster.sc.edu/studentaffairs/data/
Athletics	http://www.usclathletics.com/
NJCAA	http://www.njcaa.org/
Counseling Center	http://usclancaster.sc.edu/counseling/index.html
Behavioral Intervention Team	http://usclancaster.sc.edu/BIT/index.html
Employee Performance Management System	http://hr.sc.edu/relation/erempevl.html
Salkehatchie	
Electronic Suggestion Box	http://uscsalkehatchie.sc.edu/contactus.php
Student Satisfaction Survey	http://uscsalkehatchie.sc.edu/survey.html
Sumter	
Staff Profiles	http://ipr.sc.edu/RegCampStaffProf.htm
Electronic Suggestion Box	http://www.uscsumter.edu/index.php/contact-us.html
Institutional Effectiveness Report	http://kudzu.ipr.sc.edu/effectiveness/IEReports/2007/Sumter_07_IE_Summary.pdf
Professional Development Screening Committee	http://www.uscsumter.edu/index.php/committees.html#FACULTY/STAFF
Union	
Career Start	http://uscunion.sc.edu/CareerStart/careerstart.htm
Financial Aid Student	http://uscunion.sc.edu/finaid/finaid.html

Work-Study	
Opportunity Scholars Program (OSP)	http://uscunion.sc.edu/OSP/osp.html
Student Activities	http://uscunion.sc.edu/current/StudentOrg&Act.htm
Student Disability Services	http://www.sa.sc.edu/sds
Student Support Staff Profiles	http://ipr.sc.edu/RegCampStaffProf.htm
Annual Accountability and Effectiveness Reports	http://uscunion.sc.edu/about/inst_repts.html

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