

The President's Charge to Student Services

“Our vision for student services is to create exceptional and memorable connections that delight students and make a critical difference in their Rhodes experience.”

When I arrived at Rhodes seven years ago, I began talking with students, faculty, staff, alumni, and donors, and what emerged from every conversation was the importance of making connections. Every student who comes to Rhodes needs to make vital connections to other students, to the campus community, and to the community outside our gates – the world. Making these connections is typically understood as the work of the faculty, and to this point, the faculty has been hard at work revising the curriculum precisely to maximize the opportunities for these connections and their effects. Making the difference in student's lives, however, requires that we make changes in what are typically considered “student services,” those functions that support the students outside of their academic lives, to address the needs of the whole person, to deliver true liberal arts educational value. To those ends I charge you with the task of examining the student services and contemplating what would constitute the best student services a liberal arts college could provide. I ask you not merely to find out what other, premier liberal arts colleges are doing but to reach farther, dream bigger, and act bolder – not in making minor, incremental changes to our current services and structure, but in making courageous, radical leaps of imagination. I charge you with this task and with keeping mind that student services should:

1. Delight students with the ease of use;
2. Connect student to the resources they need to take full advantage of all Rhodes has to offer;
3. Anticipate student needs with proactive steps and structures;
4. Respond to student feedback for continual service improvement; and
5. Be joyful work for employees.

I thank you for your continued dedication to make Rhodes a leader in developing the best student services a liberal arts college can deliver.

Service Mindshift

From an Organization based on Vertically-Organized Offices

	Admissions	Financial Aid	Bursar	Career Services
Reception and Transactions				
Data Entry and Processing				
Counseling				
Management				

To Teams based on Horizontally-Organized Functions and Services

Reception and Transactions	RHODES EXPRESS
Data Entry and Processing	DATA SERVICES
Counseling	THE SERVICE TEAMS
Management	RELATIONSHIP MANAGEMENT and OPERATIONS MANAGEMENT

Student Services Re-Engineering Team Structure

2005-present

Steering Team

- Carol Casey, Dean of Students
- Sandi George Tracy, Dir, Career Services
- Katherine Richardson, Dir, Int'l Programs
- Mike Clary, Dir, Athletics
- Glenn Munson, Registrar
- Kyle Webb, Asst Comptroller
- Dave Wottle, Dean, Admissions and Fin Aid

2006-present

Design & Implementation Team

- Tracy Adkisson, Assc Dir, Physical Plant
- Dorothy Brownyard, Dir Operations, Admissions
- Carol Casey, Dean of Students
- Amy Oakes, Asst Dir, Career Services
- Jay Eckles, Dir, Information Services
- Richard Huddleston, Bursar
- John Kaltner, Assc Prof, Religious Studies
- Richie Trenthem, Assc Dir, ITS

2007-present

Facilitation Team (D&I plus 4)

- Tracy Adkisson, Assc Dir, Physical Plant
- Darlene Brooks, Dir Library
- Dorothy Brownyard, Dir Operations, Admissions
- Carol Casey, Dean of Students
- Amy Oakes, Asst Dir, Career Services
- Jay Eckles, Dir, Information Services
- Marci Hendrix, Adm Asst, Info Services
- Richard Huddleston, Bursar
- Wanda Jones, Dir, Acct & Payroll
- John Kaltner, Assc Prof, Religious Studies
- Regina Simmons, Assc Dir, Res Life
- Richie Trenthem, Assc Dir, ITS

Rhodes Express *

- Lucy Black, Adm Asst, Financial Aid
- Claire Coleman, Asst, Registrar
- Liz Dodd, Asst, Bursar

Data Services *

- Sarah Brandon, Info Coordinator, Adm
- Carrie McAdon, Asst Dir, Financial Aid
- Jeff Norris, Systems Analyst, Admissions

Enrolling and Financing*

- Reida Benson, Visit Coordinator, Adm
- Ashley Bianchi, Sr Asst Dir, Financial Aid
- Beverly Brooks, Asst Dir, Admissions
- Dorothy Brownyard, Dir Operations, Admissions
- Terese Buscher, Assc Dean, Adm
- Timothy Gibson, Sr Assoc Dir, Adm
- Richard Huddleston, Bursar
- Caroline King, Asst Dir, Adm
- Joye Myers, Visit Coordinator, Adm

- Lauren Sefton, Assc Dir, Adm
- Art Weeden, Dir, Fin Aid
- Dave Wottle, Dean, Admissions and Financial Aid

Student Development and Academic Success* (SDAS)

- Carol Casey, Dean of Students
- Kathleen Laakso, Assc Dean of Students
- Marcus Langford, Dir, New Student Programs
- Marianne Luther, Dir, Res Life
- Melissa McCowen, Coord, Disability Services
- Glenn Munson, Registrar
- Regina Simmons, Assc Dir, Res Life
- Traci Smith, Adm Asst, Dean of Students
- Katie Zisson, Adm Asst, Dean of Students

Out-of-Class and Post Bacc Opportunities*

- Ashley Bianchi, Sr Asst Dir, Financial Aid
- Erin Hillis, Education Abroad Advisor, Buckman Center
- Melissa McCowen, Coord, Disability Services
- Amy Oakes, Asst Dir, Career Services
- Katherine Richardson, Dir, Int'l Programs
- Claudia Rutkauskas, Adm Ass, Career Services
- Sandi George Tracy, Dir, Career Services
- 3 Faculty Resource Members

Student Organization Development*

- Jill Carr, Student Rep
- David Hicks, Asst Dir, Athletics
- Tiffany Merritt, Coordinator, Community Services
- ML Gough, Dir, Student Involvement
- Walter Tennyson, Chaplain
- Dwaun Warmack, Assc Dean of Students
- Loretta Yarbrough, Adm Asst, Multicultural Affairs

* Each team has 2 facilitators from the Facilitation Team

2008

Operations Management Team

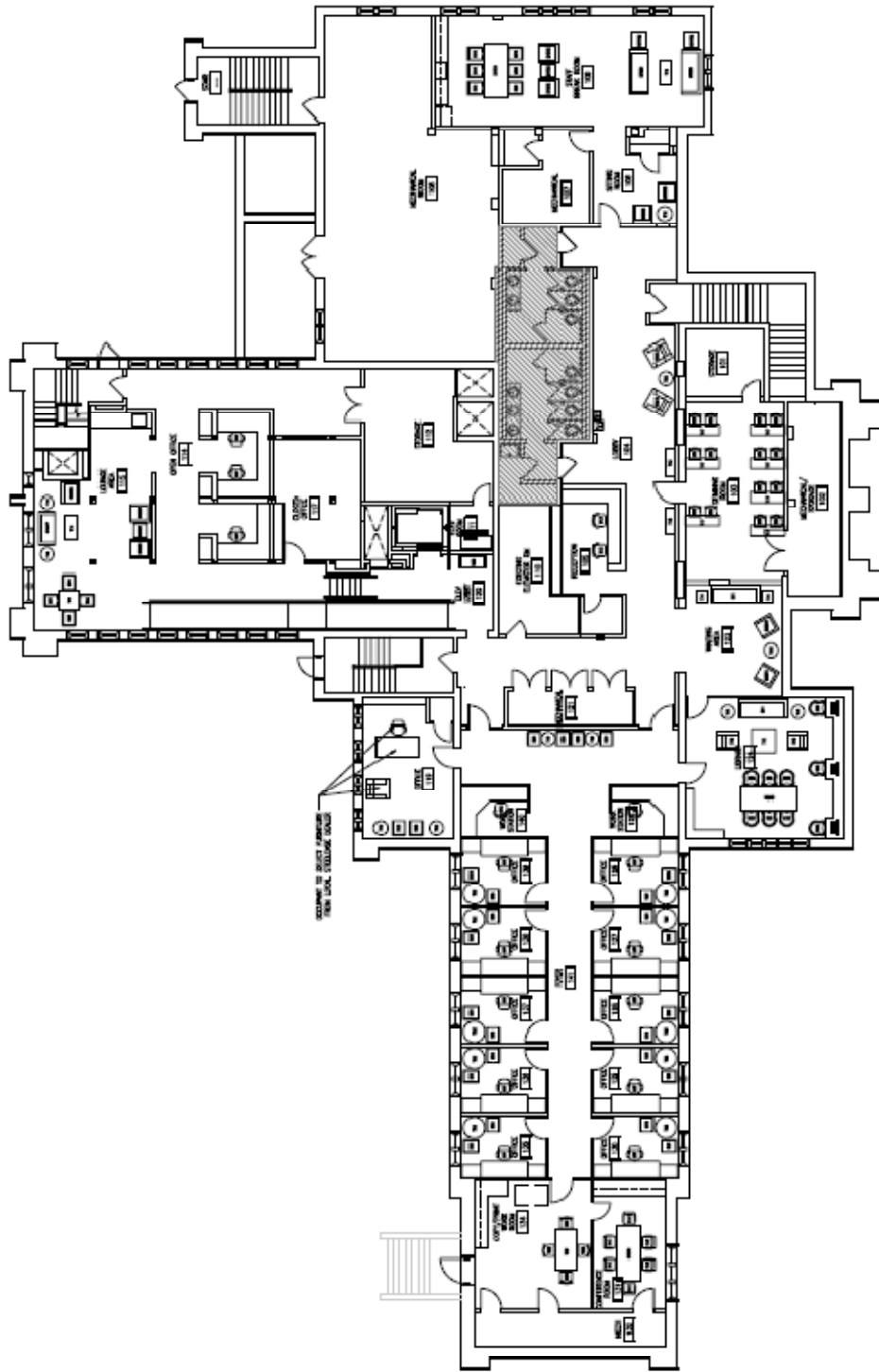
- ML Gough, Dir, Student Involvement
- Marcus Langford, Dir, New Student Programs
- Jeff Norris, Systems Analyst Admissions
- Claire Shapiro, Dir, Human Resources
- Sandi George Tracy, Dir, Career Services
- Dave Wottle, Dean, Admissions and Financial Aid

Relationship Management Team

- Carol Casey, Dean of Students
- Dorothy Brownyard, Dir Operations, Admissions
- Jay Eckles, Dir, Info Services
- Timothy Gibson, Sr Assoc Dir, Admission
- Steve Haynes, Prof, Religious Studies
- Rachel Harpool, Student rep
- Kathleen Laakso, Assc Dean of Students
- Amy Oakes, Asst Dir, Career Services
- Claire Shapiro, Dir, Human Resources

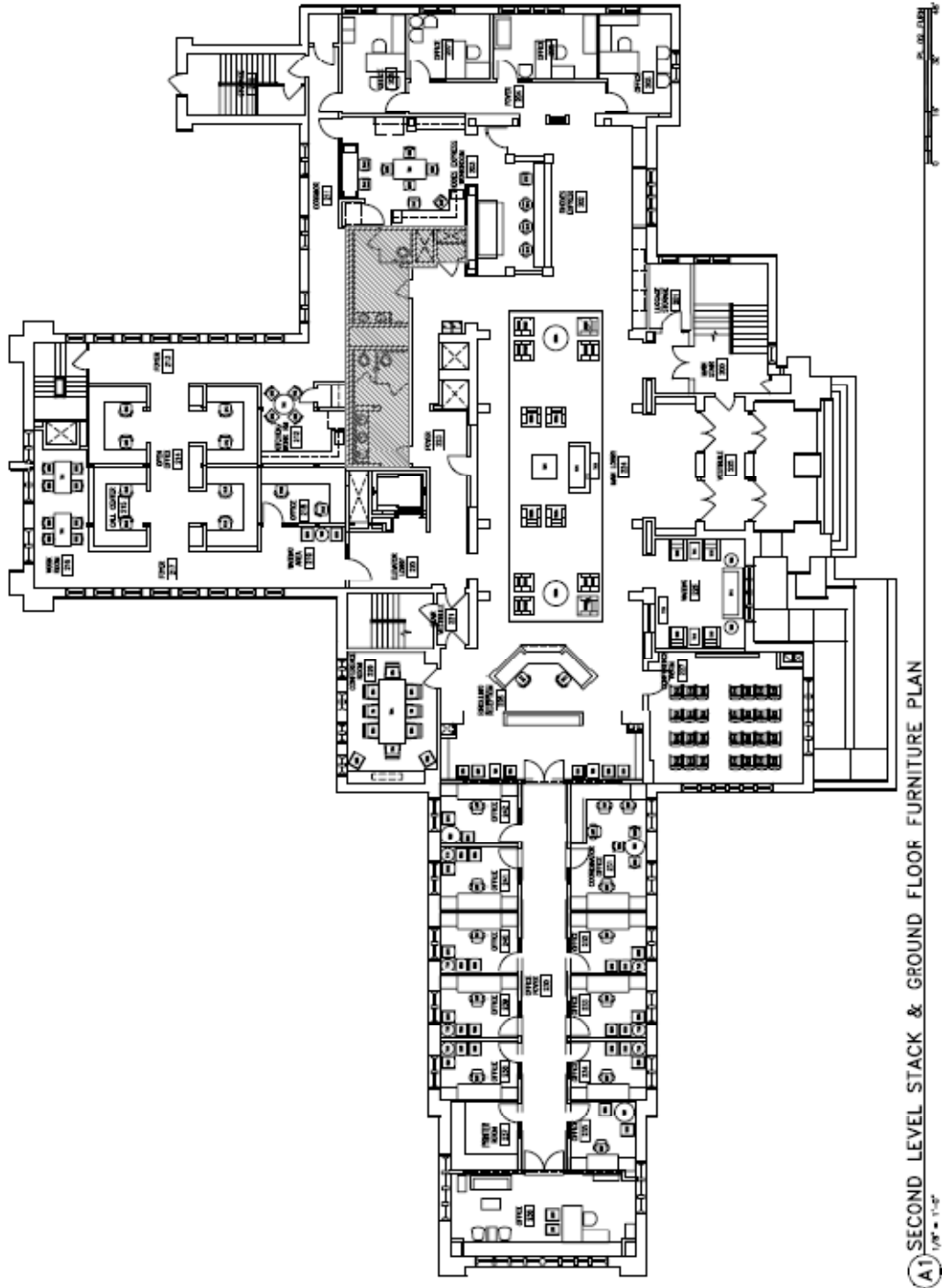
Training Schedule Student Services Re-engineering Project

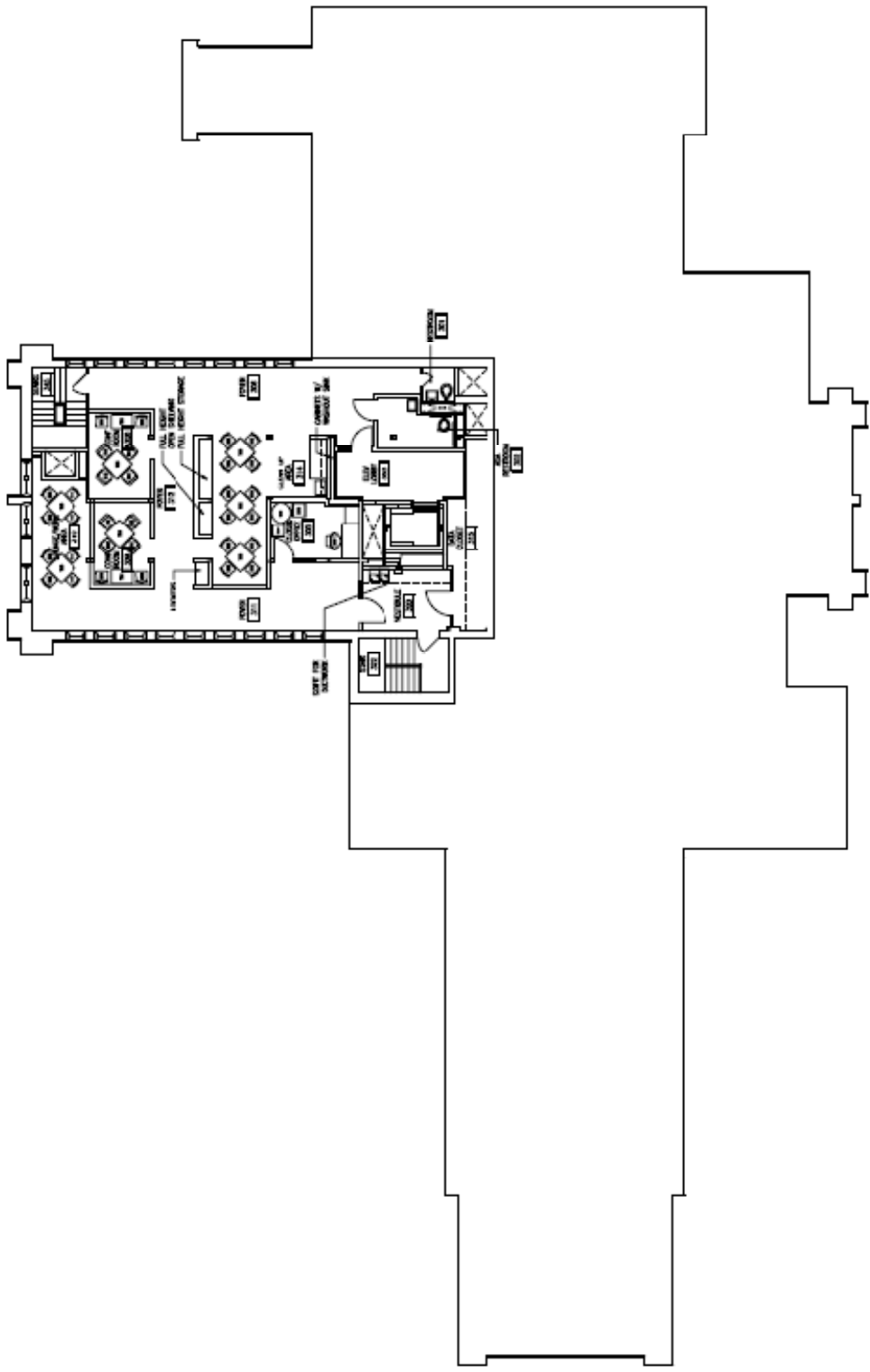
Course	When offered	To Whom
Strategic Planning Tools	January 2006	Steering Team, Design & Implementation Team
	Summer 2006	Multiple offerings for hub members
	Winter 2007	Multiple offerings for hub members
Facilitator Training (Championing the Process)	July 2006	Design & Implementation Team
	August 2007	New Facilitators
	November 2007	Open to campus
	July 2008	Open to campus
Benchmarking Setting and Planning Goals FIRO-B Provider / Customer Relationships	January 2006	Design & Implementation Team
Strategic Planning Tools (Application) Communication Planning Benchmarking (Application)	March 2006	Design & Implementation Team
Negotiating Change	March 2006	Design & Implementation Team
Change Cycle	June 2006	Design & Implementation Team
Strengths Training	Summer / Fall 2007	Multiple Offerings for Hub Members and open to campus
Using Strengths in Teamwork	February 2007	Hub members in team
Process Improvement	September 2008	Operations and Relationship Management Teams



A1 FIRST LEVEL STACK & BASEMENT FLOOR FURNITURE PLAN

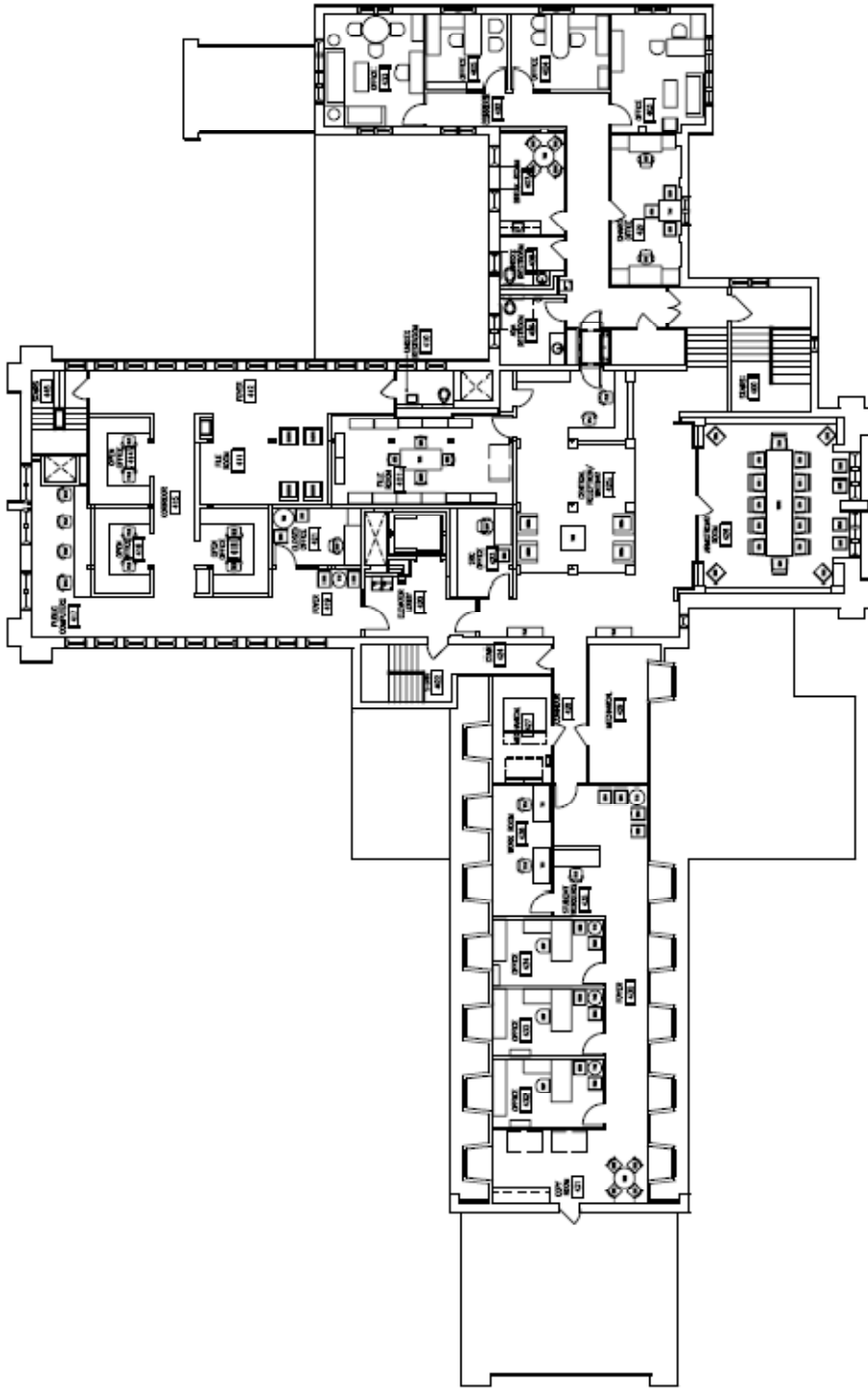






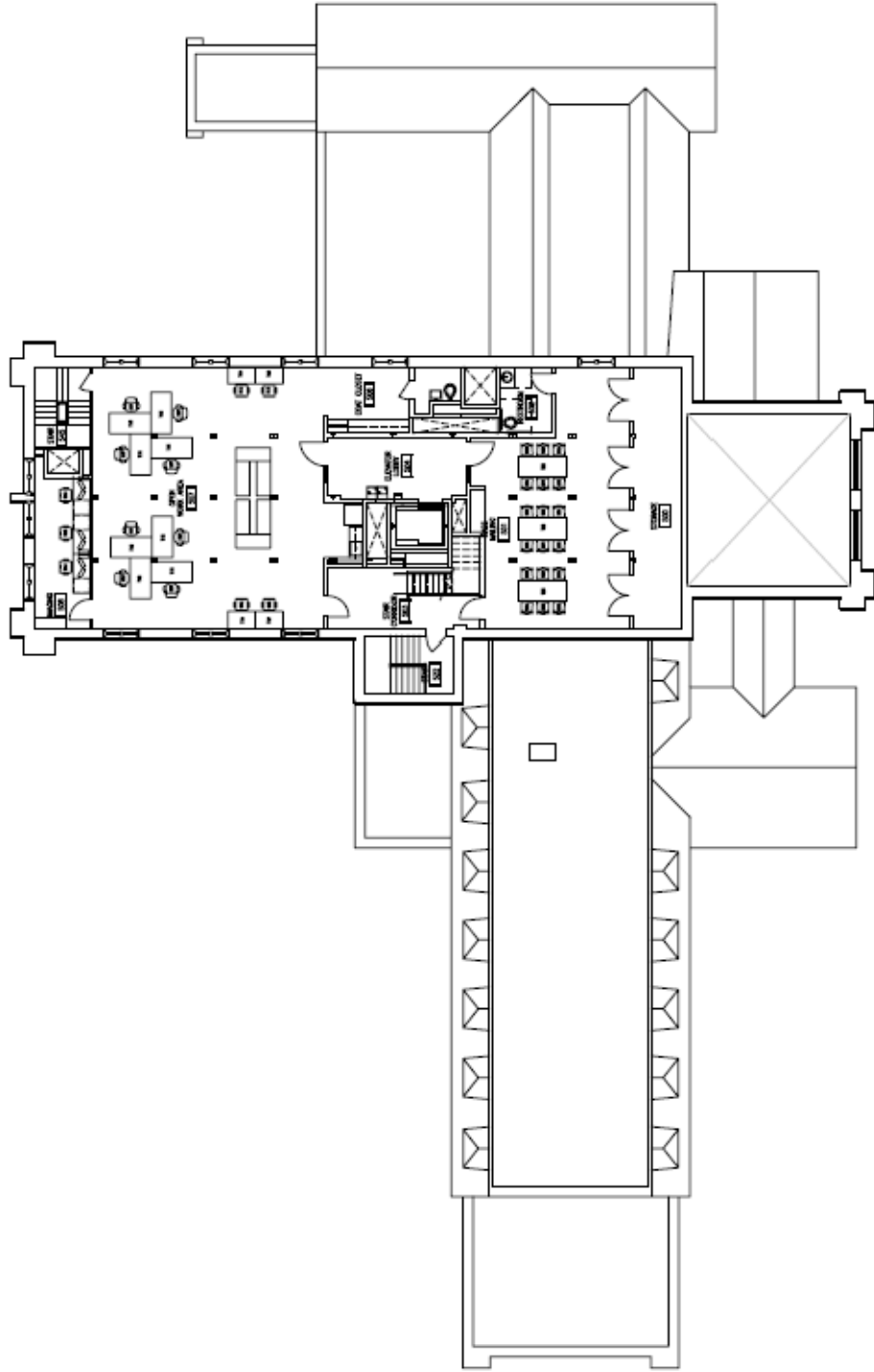
(A) THIRD LEVEL STACK FURNITURE PLAN
 1/8" = 1'-0"



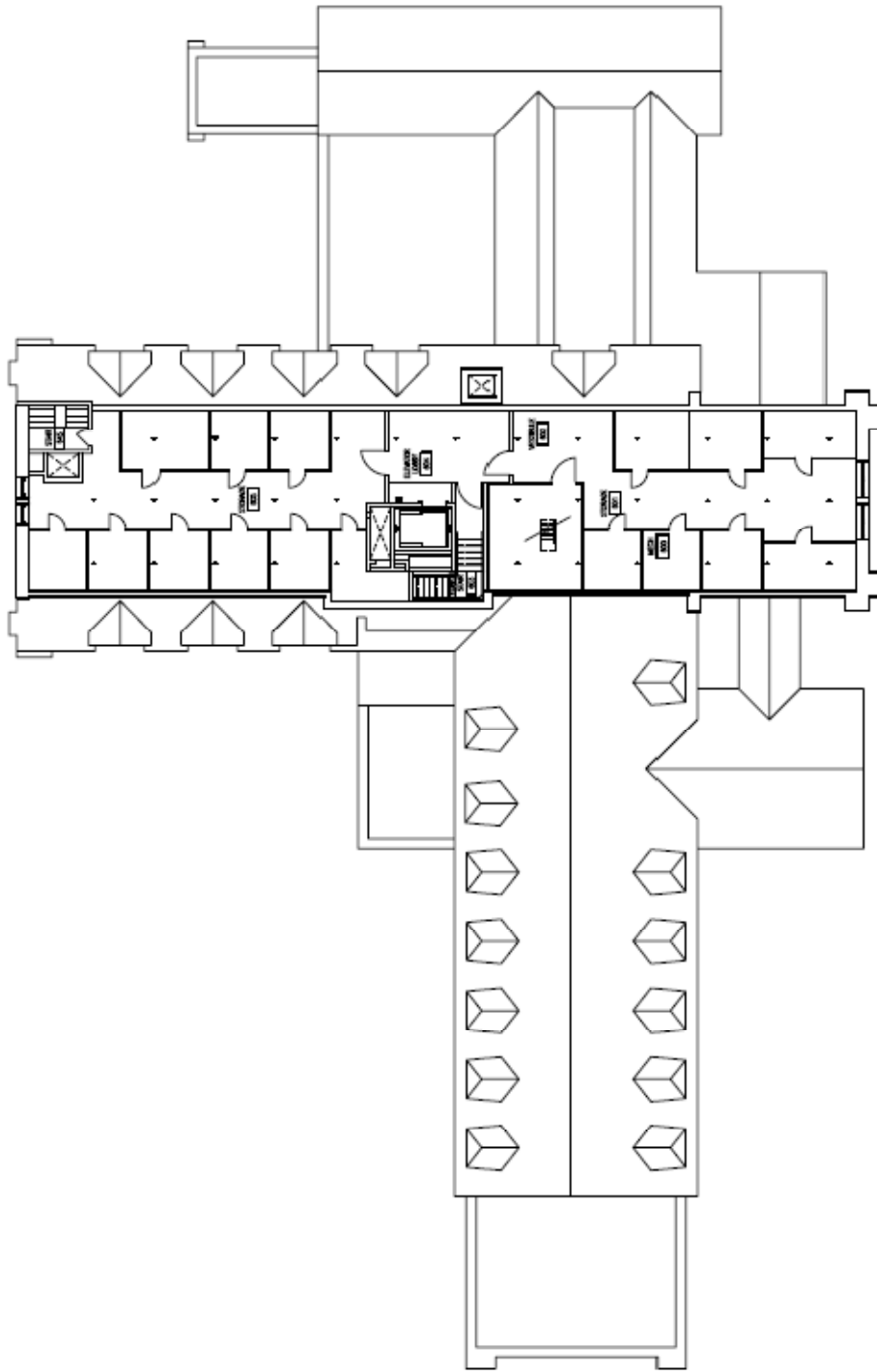


(A1) FOURTH LEVEL STACK & SECOND FLOOR FURNITURE PLAN
1/8" = 1'-0"





(A) FIFTH LEVEL STACK FURNITURE PLAN
1/8" = 1'-0"



(A1) SIX LEVEL STACK FURNITURE PLAN
1/8" = 1'-0"