

# Tammy L. Micallef

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## OBJECTIVE

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To utilize my 30 plus years of Leadership experience and 34 plus years of education experience to benefit students of San Antonio College in the delivery of an excellent educational experience.

## PERSONAL STRENGTHS

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**Strategic** – Creation of alternative ways to proceed with any given situation/task. Easily spot relevant patterns and issues. Quickly weigh alternative paths and determine the best one. Natural ability to anticipate and plan ahead makes me an agile decision maker.

**Responsibility** – Take psychological ownership of what I say I will do. Committed to stable values – honesty and loyalty. Deep sense of dedication. A person of my word. Reliable, Trustworthy.

**Significance** – Independent and drive to do work that makes a difference – Willing to work hard to achieve success for my team and my students.

**Communication** – Ability to capture attention by what is said and how it is presented. Ability to make meaningful connections. Natural talent for putting emotions into words.

**Achiever** – Hard worker, high stamina. Take immense satisfaction in being busy and productive. Strong inner drive, energy and power that motivates myself and others to get things done

## HONORS, AFFILIATIONS AND MEMBERSHIPS

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Veterans Education Excellence Recognition Award - Gold	2020-2021
Veterans Education Excellence Recognition Award – Gold	2021-2022
San Antonio College – Trusted Leader	June 2021
Bill Pearson Lifetime Achievement Award	July 2017
Excellence in Service to Students Award	April 2014
Association for Higher Education and Disabilities	January 2023 – present
Texas Association for Collegiate Veteran Program Officials	February 2013 – present
President of Association	March 2013 – March 2017
Western Association of Veterans Education Specialists	July 2012 – present
National Association of State Approving Agencies	January 2017 – December 2017
Legislative Committee	
Women Veterans of San Antonio, Volunteer	June 2018 – present
Special Olympics Texas, Coach	August 2006 – March 2017

## **HIGHER EDUCATION AND LEADERSHIP EXPERIENCE**

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### **Director, Student Success**

December 2017 - present

Veteran Affairs and disABILITY Support Services

Division of Student Success

San Antonio College, San Antonio, Texas

### Responsibilities

### **VETERANS AFFAIRS**

Directs, plans, and leads a team of 25 and the operations of the only One-Stop Shop Veterans Affairs Department in the Alamo Colleges District. Delivery of quality student success services including Academic Advising Center, Tutoring and Study Center, Transition and Career Center (TRAC), Education Benefit Certification, and Student Lounge for more than 2500 veteran, active duty and dependent students per academic year.

- Developed strong partnerships with internal and external stakeholders including community organizations and implemented Memoranda of Understanding for the delivery of additional, FREE services to the students served by the SAC-VA department, including:
  - VA - Veterans Success on Campus (VSOC)
  - VA – Veterans Integration to Academic Leadership (VITAL)
  - Birdwell Foundation on PTSD
  - Disabled Veterans Of America - Disability Claims Representation
  - Pink Berets of San Antonio (serving women that suffer from Military Sexual Trauma)
  - Texas Veterans Commission (TVC) - Employment and Claims Representation
  - Goodwill of San Antonio - Employment Representation
- Developed and implemented One-stop concept so that students could complete more student services in one location resulting in significant increases in customer satisfaction and efficiency in processes. Services provided include:
  - Liaison with Bursar office on behalf of students to have bills coded with anticipated payments
  - Admissions and Records functions completed by SAC-VA staff including Residency Processing, Academic Appeals Processing, Tuition Waivers, Change of Primary Institution, Change of major, New Student Orientation.
  - Transition and Career Center Services including Transfer advising and employment services
  - Partnerships with 8 Universities that provide on-site transfer advising
  - Partnerships with Employers looking to hire Veterans and Military Dependents
  - Partnerships with TVC Employment and Goodwill of San Antonio to provide employment leads, job skills seminars and workshops and employment fairs
- Designed and implemented Faculty and Staff “Greenzone Training Program” to assist faculty and staff with becoming a network of caring citizens who are aware of issues and concerns faced by student veterans and military affiliated students.

- Expert knowledge of Federal and State Education programs. Additionally, knowledge of Veteran benefit programs including Post 9/11 GI Bill®, Montgomery GI Bill®, Dependents Education Assistance Program, Veterans Readiness and Employment, Texas Hazlewood Exemption, Tuition Assistance any MyCAA for military spouses. Ensure all compliance measures and reporting requirements are completed timely and accurately and pass all compliance visits by VA with the highest possible marks.
- Develop, implement and interpret student support services, policies and procedures, adhere and maintain updates to federal, state and local legislations.
- Develop, administer and implement short and long-term unit goals, objectives, key performance indicators, and strategic plans, assessments and Student Success Learning Outcomes using Data to drive decisions and implementation of initiatives.
- Extensive knowledge of administrative functions of a multi-college/campus community college district, ACD's policies, procedures and organizational structure – AlamoINSTITUTES, AlamoENROLL, AlamoADVISE, MyMAP, Disability Support Services.
- Navigate internal systems, peer institutions and organizations, and current laws and regulations applicable to Texas community colleges.
- Superb organizational skills, Student-centered leader – foster program development and evaluation and interpersonal relationships.
- Monitor enrollment, recruitment, financial accounts, admissions requirements and academic records of all students in assigned special population and collaborate in college-wide initiatives to increase enrollment and provide top-notch services to all students. Knowledge of enrollment, educational principles, practices and procedures – possess knowledge of a broad range of student development theories including pre and post admissions services and programs for college level and special needs students, state and federal requirements for onboarding services and special population students.
- Direct service delivery, interpret policy, and implement strategies and operations for Veterans Affairs/Military affiliated special population and students with disabilities. Utilize Best Practices and Data to support strategic planning and decision making. Key player on Student Petition Committee, Strategies of Behavior Intervention Team, Financial Aid Appeals Team, and Hand selected to mentor other Directors across campus. Serve as liaison between students, staff, faculty and administrators – provide referral services for students. Assess and streamline processes in an ever-changing and dynamic environment.
- Develop and manage unit budget allocation of \$75,000 per year – including revenue streams and expense budgeting.
- Able to organize and direct major work operations - Led Cross College VA team consisting of five sister colleges in the District. Recognized as the subject matter expert in all VA and Military matters. Senior college and district leadership partners consistently rely on my knowledge, expertise, and relevant feedback.

- Strategize, Coordinate, and Lead high profile District-wide teams and drive efforts for excellence and success – Able to plan and manage multiple and complex functions and operations while adhering to strict deadlines.
- Supervise, train and oversee the benefits certifications for over 2500 students each academic year – lead a staff of 4 dedicated school certifying officials. Well versed in all VA systems including VAOnce.
- Successfully Lead a staff of 20 Full-time, 6 part-time and 30 workstudy employees. Manage travel authorizations, expenses and purchases. Implement all personnel policies and maintain office records and inventory. Skilled in developing, motivating and persuading staff to perform to their greatest potential.
- Manage people and issues, and make and communicate decisions effectively and in a timely manner – Supervise, train and evaluate staff.
- Well versed in all Federal and State regulations pertaining to Higher Education and Accreditation including FERPA regulations and Federal Financial Aid and assessment.
- Skilled in the use of personal computers, Banner, Degreeworks, Microsoft Office Suite, Argos, and other software packages.

### **DISABILITY SUPPORT SERVICES**

Report to Dean of Student Success. Direct, plan and lead a team of 10 and the operations of the disABILITY Support Services department providing direct services to more than 500 students per semester.

- Responsible for intake, evaluation and approval of students with disabilities and diagnoses that render them eligible for classroom accommodations.
- Oversees a robust testing center and tutoring center that provides additional supports and services to ensure that all students receive a fair and equitable opportunity to achieve academic success.
- Built strong partnerships with Academic Division and Faculty and work toward providing additional supports for faculty and students.
- Expanded services while losing four part-time staff – a result of strategic thinking, planning and skillful utilization of available resources.

### **Accomplishments**

Lead Cross-District Team to implement change to Residency reporting and processing for all military affiliated students ensuring that all five colleges implemented change which resulted in accurate state reporting and residency waivers for tuition were processed for all colleges.

Lead Cross-District Team to implement Military Excused Absences that are required per State Law in Summer of 2019. Until this time, military and reserve students that were mobilized were not being afforded the opportunity to utilize excused absences and were being dropped from their courses.

Implemented One-Stop Shop-Victory Center for San Antonio College military affiliated students. Until the Victory Center opened, only veterans and dependents were served by the San Antonio College Veteran Affairs office. Since our opening, all Active Duty, Guard, Reserve and their family members are also served by our department.

Developed and instructed/facilitated Green Zone Curriculum for San Antonio College Staff and Faculty that want to become Mentors for our Military Affiliated population.

Designed One-Stop model for Welcome Center. Lead the Welcome Center, Enrollment, Business Office, Financial Aid, Assessment, and Office of Records in the creation of a One-Stop Service Delivery Model. Facilitated the design of student services and spaces.

Mentored multiple Peer Directors in performance of duties and responsibilities.

Led award winning Team – Recognized with Veterans Education Excellence Recognition Award Gold level both years the award has been available.

**Director, Veterans Education**

December 2016 – December 2017

State Approving Agency  
Texas Veterans Commission  
Austin, Texas

Directs, plans and leads a team of 25 and the operations of the Texas Veterans Commission Veterans Education Department -ensures compliance with federal and state directives regarding veteran/dependent education benefits and additional services provided to student veterans. Develops and implements policies and procedures, oversees budget allocation and provides work direction, training, and guidance to Veterans Education staff.

- Serves as the Texas State Approving Agency (SAA) Director per 38 U.S.C. Chapter 36, providing approval and oversight of educational and training programs for veterans using GI Bill benefits. Directs and manages all SAA Activities for the State of Texas.
- Plans, directs and coordinates policies, controls, and operations for fiscal management, budget and personnel administration, employee training, research and analysis for Veterans Education Program.
- Negotiates the annual contract between the State of Texas and the U.S. Department of Veterans Affairs.
- Develops Veteran Education Program guidelines, procedures, policies, rules and regulations. Reviews internal audits, legislative reports, and research studies to provide directions and guidance.

- Expert in and Administrator of the Texas Hazlewood program to assist veterans and their families in claiming and qualifying for tuition/fees exemptions at institutions of higher education throughout the state.
- Interacts with other Texas Veterans Commission Directors and staff to ensure effective coordination of all programs within the agency.
- Liaises with Federal, State and local entities, and other stakeholders on issues pertaining to the Veterans Education program.
- Acts as veterans' advocate in all situations regarding federal and state veterans' educational programs
- Reviews and recommends agency position on proposed federal and state legislation. Testifies at hearings and legislative meetings.
- Keeps the executive leadership informed of all issues that impact the Veterans Education Program and makes recommendations as appropriate.

## **Accomplishments**

Re-organized and restructured department – overseeing the implementation of program leads and specialists.

Enforced Federal Statute pertaining to the program approval and compliance of more than 800 Colleges, Universities, and non-accredited schools in the State of Texas. Oversaw the disapproval of more than 3 Non-Accredited schools that were robbing veterans of their well-deserved benefits and was personally responsible for saving the federal government and the veterans more than \$900 million in benefits that had been fraudulently obtained by those institutions.

**Director, College Veterans Center**  
Del Mar College  
Corpus Christi, Texas

March 2012 - December 2016

Directs, plans and leads a team of 10 and the operations of the College Veterans Centers and Veterans Service Offices and ensures compliance with federal, state and College directives regarding veteran/dependent education benefits and additional services provided to student veterans. Develops and implements policies and procedures, oversees budget allocation and provides work direction, training, and guidance to Veterans Center and Veterans Service staff.

- Serves as Liaison for the College Veterans Center and Veterans Service Office with various College staff and faculty and Local Veterans Services Representatives including County, State and Federal elected officials. Develops coalitions and works effectively with all stakeholders.
- Provides academic guidance and counseling to student veterans and family members utilizing education benefits. Liaises with VA Regional Office to facilitate the enrollment of disabled veterans under the Vocational Rehabilitation Program.

- Compiles and evaluates VA data, prepares and submits correspondence and reports to appropriate state and federal agencies. Verifies student enrollment, certifies eligibility status, resolves pay and certification problems and coordinates process for student financial account reconciliation.
- Oversees the daily operation of two Veterans Service offices and two Veterans Resource Center on two campuses.
- Represent the College at meetings, conferences, seminars, hearings and legislative sessions. Serve on panels and committees such as the TVC Hazlewood Rulemaking Committee.
- Plans, develops, implements, monitors and evaluates policies and procedures pertinent to the veteran student population. Created the department when it was implemented in school year 2011-2012. Planned, developed, implemented and evaluated business practices relevant to the development of a new institutional department. Disseminates brochures and pamphlets to heighten awareness of veteran programs.

### **Accomplishments**

Instrumental in the State of Texas Committee on the Administrative Rule Making for the Hazlewood Exemption. Attended Austin Summit, and developed formula for conversion of Continuing Education Units to Semester Hours that was adopted by the State for all Veterans to be enabled to utilize their exemption in pursuit of professional certifications and continuing education.

President of the Texas Association of College Veteran Program Officials for three years during this time. Voluntary Service provided to State of Texas School Certifying Officials. Directed the operations of the association and planned and implemented three Annual Conferences in Abilene, Wichita Falls and Lubbock with more than 175 participants in attendance and more than 100 colleges and universities across the state represented. Provided extensive leadership to the TACVPO Board and brought new life to the Conference including:

- Implementation of Top VA Education Staff and Texas Veterans Commission Staff attending and sharing crucial information. Mr. Robert Worley and Mr. Thomas Palladino were in attendance each year.
- Partnered with TVC Education Director and manager to provide crucial, relevant professional development for school certifying officials and other higher education staff.
- Introduction of exciting and relevant speakers, including PTSD sessions, Veteran guest speakers, and The Telling Project.

### **SECONDARY EDUCATION EXPERIENCE**

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**Special Education Teacher/Case Manager**

August 2006 - March 2012

Gregory Portland High School  
Portland, Texas

Successful Adaptive Education teacher for more than 20 students with significant cognitive disabilities. Provide a variety of instructional approaches and techniques to promote student education and personal growth. Supervised student workers, and Para-professional staff in the delivery of academic programming for students with disabilities.

- Case manager/support teacher for more than 150 students in Special Education - experienced in development of Individual Educational Programs, attend all Admission, Review and Dismissal meetings, liaison with parents, outside agencies, and support service personnel to provide a free appropriate public education to students with disabilities.
- Behavior Intervention Class Teacher (3yrs)- Ensure students complete daily coursework and achieve a higher level of acceptable social skills.
- Vocational Adjustment Course Teacher (5yrs) – Liaison with employers and provide job coaching and coursework relevant to employment search, hiring process and appropriate job courtesies and skills to students with special needs.
- Develop and administer state-wide mandated assessment.
- Active member of school counselor's Student Assistance Program (SAP) committee -develop strategies for school faculty to use in addressing the needs of struggling students.
- English as a Second Language faculty representative. Participate in state mandated meetings to design and implement educational plans for students who are designated as Limited English Proficient.

**ADDITIONAL LEADERSHIP AND EDUCATION EXPERIENCE****Chief Petty Officer**

September 1985 – August 2006

United States Navy

Human Resource Management/Benefits Advisor. Lead multiple teams varying in size. Managed a Personnel Office responsible for service to more than 1100 Navy personnel. Provided exceptional customer service, benefit management, payroll, educational services, testing services and career development services.

- Veteran's Benefit Coordinator – 21 years - Administered G.I. Bill program to all active duty and reserve personnel. Counseled members on benefit program and completed enrollment/payment documents.
- Career Counselor – 10 years - Provided leadership, mentoring, and career information to more than 300 technical school students.

- Educational Service Officer 21 years - advised junior Sailors of educational programs, provided liaison with institutions of higher education, implemented Navy Advancement program
- Navy Classifier – 15 years - Administered Armed Forces Vocational Aptitude Battery (ASVAB) exam to prospective recruits, advised young Sailors of professional openings that matched their tested abilities, provided guidance to ensure that assets matched interests and availability.
- Testing Officer – 18 years - Ordered, received, and accounted for standardized testing instruments. Administered examinations – standard and classified.
- Curriculum Developer- 10 years, Instructor 18 years, Facilitator – 18 years. Developed, instructed and facilitated countless workshops on topics such as Veteran Benefits, Deployment Services for families, Educational Programs, Advancement Programs, Sailor Rights and Responsibilities, Equal Opportunity, and Sexual Harassment.

## TEACHING EXPERIENCE

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Taught multiple workshops on Diversity, Equity and Inclusion at least monthly for 15 years while serving as the Equal Opportunities Officer at several U.S. Navy organizations.

Developed curriculum and Teach multiple Green Zone Workshops at San Antonio College each year to allow faculty and staff the opportunity to receive the training and designation of Mentor for our Military Affiliated Students.

Developed Curriculum, standardized Testing and taught Adaptive Education and Work Program to secondary students for six years.

## AREAS OF EXPERTISE

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Student Services	Strategic Planning	Mentorship/Leadership/Motivation
Process Improvement	Policy Implementation	Policy development
Team Building/Partnerships	Problem Resolution	Data Disaggregation/dissemination
Budget Management	Detail Oriented	Collaboration
Academic Advising	Career Advising	Communication–written & verbal
Veterans Education Programs	Transition	Outreach/Recruitment/Enrollment
Disability Support Services		

## CERTIFICATIONS

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CAEL Level 2	Navy Master Training Specialist
School Counselor EC-12	Navy Career Counselor
English Language Arts Teacher 8-12	Navy Enlisted Classifier
Special Education Teacher EC-12	Navy Instructor
General Education Teacher EC-8	Enlisted Surface Warfare/Aviation Warfare Specialist

## PRESENTATIONS

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*Veterans in the Classroom.* Tammy Micallef, Alamo College Faculty Development, April 2019.

*Victory! At San Antonio College.* Tammy Micallef, San Antonio College Staff Development, May 2019.

*Out of the trenches, to the Front Lines of Education, and on to Victory! Best Practices in Student Success for Veterans and Military Affiliated Students.* Tammy Micallef and Dr. Jessica Guire, National Institute for Staff and Organizational Development, June 2019.

*Victory! At San Antonio College – Best Practices in Student Success for Veterans and Military Affiliated Students.* Tammy Micallef and Rosemarie Moreno, Texas Higher Education Coordinating Board P-16 Statewide Professional Development Conference, June 2019.

*Veterans in the Classroom.* Tammy Micallef, Alamo College 5<sup>th</sup> Annual APEX Summit, June 2019.

*Best Practices Panel.* Tammy Micallef, Susan Williams, Sarah LeMire Texas Veterans Higher Education Symposium, October 2019.

*Victory! At San Antonio College – Best Practices in Student Success for Veterans and Military Affiliated Students.* Tammy Micallef, Council of Colleges and Military Educators, March 2020 – cancelled.

*Victory! At San Antonio College – Best Practices in Student Success for Veterans and Military Affiliated Students.* Tammy Micallef, American Association of Community Colleges, May 2020 – cancelled.

*Size Doesn't Matter – Victory! Is in the Veterans Center.* Tammy Micallef and Carol Calandra, NASPA Symposium on Military Connected Students, February 2023.

## EDUCATION

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MS	Texas A&M University Corpus Christi Corpus Christi, Texas Major: Counseling	May 2009
BS	Excelsior College Albany New York Major: Liberal Arts (emphasis in business)	December 2005

## PROFESSIONAL DEVELOPMENT

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7 Habits of Highly Effective People	2018
Building an Ethical Culture	2018
Inside Out Coaching Workshop for Supervisors	2019
Building Strengths at Alamo	2019
Alamo Leadership Academy for Success	2019
Supervising Remote Employees	2020
Managing Conflict	2020
Building Culture and Engagement through Rounding	2020
Human Resources – Handling Workplace Bullying	2021

Master in Demand – Professional Soft Skills	2021
Project Management for the Unofficial Project Manager	2022
Baldrige Examiner	2022

COLLEGE AND DISTRICT SERVICE

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Cross-College Veterans Affairs Team	December 2017 – Present
Cross-College Disability Support Services	August 2022 – Present
San Antonio College Strategic Quality Enhancement Team	March 2019
Alamo College District Strategic Planning Committee	March 2018
San Antonio College Financial Aid Petition Committee	January 2019 – Present
San Antonio College Strategies of behavior Intervention Committee	January 2019 – Present
San Antonio College Student Petition Committee	January 2020 – Present
San Antonio College Academic Dismissal/Probation Committee	March 2018 – July 2021
San Antonio College VA Affairs Community Advisory Committee Chair	December 2017 - Present