

Office of the Vice Chancellor/Vice President for Student Affairs and Enrolment Services

FY2016 PROGRAM QUESTIONNAIRE RESPONSES

1. *Executive Summary.*

The Division of Student Affairs and Enrollment Services will provide a nationally acclaimed student experience that results in a valuable impact on persistence and graduation. Currently, the division employs 405 full-time staff and over 800 student workers within the 27 departments on an annual basis. An operating budget is supported in excess of \$106 million which is comprised of student fees, self-generated revenue, designated tuition, and state funds.

The Division of Student Affairs and Enrollment Services has implemented and initiated a number of significant programs. A few of those new initiatives include the following:

- Department level assessment plans were of higher caliber from previous years. Departments further reported on assessment activities using an on-line submission of assessment summaries. These assessment plans and reports continue to guide decision making at the department level in respect to financial and human resources, programming, services and future collaborations.
- Foundations of Excellence (collaboration with Academic Affairs) completed its initial year of work to enhance our campus understanding of the first year student experience to increase student success. The final report was submitted at the end of FY14.
- Multi-cultural task force's recommendation of the Center for Diversity and Inclusion can to fruition with the employment of the first director at the end of FY14.
- MAP-Works, and early alert recognition program, pilot was completed for both on campus and commuter first year students with record participation of over 90% for on-campus student.
- An Advancement Plan was developed to target six initiatives in FY15 producing case statements and an overall prospecting plan.
- Created the division-wide IT department to support the student affairs IT needs and to equalize resources for all departments.

2. *Organization Chart.*

Office of the Vice Chancellor/Vice President for Student Affairs and Enrollment Services (see attached).

3. *FY14 Objectives.*

The Division of Student Affairs worked with each of the division's 27 departments to determine which action steps from the Strategic Plan will be facilitated by the respective departments along with specific timelines for each using a mapping process. The progress towards successful completion of each action step is to be included in each department's assessment initiatives and documented in their annual reports. The executive summary of the annual report for the Division will be again published on the Division's website.

Included are the following action steps that were accomplished in FY14:

- a. Create new opportunities for student success through learning, engagement and discovery.
 - i. Develop a comprehensive First and Second Year Experience program inclusive of sequential, intentional, and structured co-curricular involvement opportunities.
 - iv. Create a greater variety of student involvement initiatives that focus on the development of a vibrant campus life, including expanded evening and weekend programs.

Action steps taken:

1. Daniel Maxwell co-chaired the Foundations of Excellence committee that began in the summer of 2013 with work completed in FY14.
 2. Successful pilot of MAP-Works for student retention and early alert.
 3. Served on the MAP-Works Advisory Board. Explore opportunities to invite additional departments, both in and outside of DSAES, to join the partnership in this early warning system.
 4. Campus-wide programming increased in FY14 to included 94% of weekends during the academic year having on-campus programming.
- b. Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.
 - i. Establish protocols, guidelines and incentives in consultation with Human Resources to recruit, train and retain talented and skilled staff to best meet the needs of the students and to effectively implement division programs and services.
 - ii. Execute an effective operating plan of existing fiscal, human, technological and facility resources in support of student success.
 - iii. Assess student employment and internship opportunities and explore, in partnership with Academic Affairs and Human Resources, options for increasing, enhancing and improving such opportunities.
 - iv. Create and implement a division wide advancement and fundraising program in partnership with the Division of Advancement.

Action steps taken:

1. Filed director vacancies in University Career Services and Urban Experience Program.
 2. Completed phase one of the advancement campaign. Priority items in FY14 are included in the other sources of funding section below.
 3. Initial phase of the “Student Employee Workgroup” chaired by Daniel Maxwell to brought together Human Resources, Career Services, and campus stakeholders to improve the student employee experience. The workgroup completed the first inventory of student employment by surveying both student employees and supervisors. A report was filed at the end of FY14 and the workgroup is continuing their work into FY15 based on the report.
 4. Created the division-wide IT department to support the student affairs IT needs and to equalize resources for all departments. This will continue into FY15 for enrollment management.
- c. Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.
 - v. Explore the feasibility of creating and implementing a Multicultural Student Affairs department to assess and increase the division’s contribution to and

support of a diverse student body and fostering a global learning community on campus.

Action steps taken:

1. Established the Center of Diversity and Inclusion and hired the first director at the close of FY14.
- d. Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.
- i. Develop a comprehensive assessment plan that identifies learning and program outcomes and demonstrates a process for improvement based on measureable results.
 - ii. Determine how/when to optimize human interaction between Division staff, students and University partners while employing technology to enable the timely retrieval and use of accurate information to address routine inquiries.
 - iii. Establish and implement a series of reporting procedures for the purpose of demonstrating measurable outcomes and data to demonstrate a collective contribution to student success.

Action steps taken:

1. Moved all assessment plans and summaries on-line as a demonstration of data driven decision making.
 2. Established emergency response systems division-wide.
 3. Initiated the title IX training division-wide.
 4. Completed three departmental external review processes utilizing the Council for the Advancement of Standards assessment guides.
- e. Cultivate a collective identity that demonstrates a united vision.
- i. Collaborate with the Division of University Advancement and the Office of University Relations to develop and implement a division wide integrated branding and marketing plan.
 - ii. Develop a comprehensive and integrated communications plan to increase awareness and understanding among the division, the campus community and the surrounding environments about who we are, what we do, and who we serve.
 - iii. Expand the opportunities for staff involvement in division-wide initiatives, programs and services.

Action steps taken:

1. Increased read/click rate of marketing email messaging overall over 2013/2014.
 2. One of the first divisions in UH to incorporate the new branding in 2014 for multiple departments.
 3. Held a division-wide marketing and branding retreat open for all departments that both expanded campus knowledge and involvement.
- f. Create and engage in strategic partnerships.
- i. Collaborate with the Division of Academic Affairs to develop proactive initiatives and research that positively impacts student retention and graduation rates.

- ii. Involve the Faculty Senate, Staff Council, Student Government Association and other shared governance groups in the Division's assessment and planning initiatives.
- iii. Partner with the Division of University Advancement and the Alumni Association to nurture an alumni base to support the Division's initiatives.
- iv. Engage the Division of Administration and Finance in effective facilities management and the prioritization of capital investments.
- v. Work together with University Information Technology to operationalize best practices and to leverage resources to optimize the seamless delivery of programs and services.
- vi. Join forces with Athletics to explore opportunities that are mutually beneficial for student success.

Action steps taken:

- 1. Academic Affairs and the Foundation of Excellence was an institution-wide collaborative effort to bring together all parties to impact student success and retention.
- 2. Continued to engage students, faculty and staff in departmental advisory committees.
- 3. Moved the Campus Labs Baseline access to an authenticated process in AccessUH.edu to enable single-sign on for all division users.
- 4. Moved all IT services to the virtual cloud hosted by UH IT.
- 5. Developed the program plan for a New Career, Health, and Counseling Center.

4. Evaluation.

The Division continues to provide all departments' access to Campus Labs Baseline to encourage greater use of evaluations of program, services and initiatives. In FY14 responses were collected in Baseline across 154 projects (an increase from FY13's 113 projects). The culture of assessment is moving the departments beyond satisfaction surveys to learning outcome based assessment and to more sophisticated data collection techniques. We also began piloting formative assessment tool called Student Response that will begin use in FY15.

In FY 14, the Division continued its support of departmental use of EBI (Educational Benchmarking International) Student Affairs Suite assessments. Eight (8) total benchmarking assessments were administered across Student Housing (resident, apartment and student employment), the University Center (New UC phase 1 & Satellite), Center for Student Involvement (activities and leadership assessments), Campus Employment, and Veteran Services.

Annual reporting requires departments to provide overall results in evaluation of programs and services. Through the use of assessment and evaluation, departments are asked to make decisions on programs and services based on the results of students achieving the learning outcomes and the success in meeting program outcomes.

5. Budget Changes.

No base augmentation is being requested for FY 2016.

6. FY16 Objectives.

The Division of Student Affairs and Enrollment Services continues to follow its strategic plan in out-lining objectives for this school year. The 2013-2018 strategic plan has the following strategic initiatives and corresponding action plans:

- a. Create new opportunities for student success through learning, engagement and discovery.
 - i. Develop a comprehensive First and Second Year Experience program inclusive of sequential, intentional, and structured co-curricular involvement opportunities.
 - ii. Establish supportive and advocacy based programs and services for commuter, transfer, adult, non-traditional and graduate students.
 - iii. Develop a multi-year co-curricular leadership experience for students utilizing the concepts of leadership theory and self-discovery in partnership with Academic Affairs.
 - iv. Create a greater variety of student involvement initiatives that focus on the development of a vibrant campus life, including expanded evening and weekend programs.
 - v. Develop learning communities intentionally connected to academic and student affairs programs to enhance student success in support of the growing residential campus.
 - vi. Develop new service learning initiatives that create opportunities for self – discovery and application of academic disciplines for students.
- b. Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.
 - i. Establish protocols, guidelines and incentives in consultation with Human Resources to recruit, train and retain talented and skilled staff to best meet the needs of the students and to effectively implement division programs and services.
 - ii. Execute an effective operating plan of existing fiscal, human, technological and facility resources in support of student success.
 - iii. Assess student employment and internship opportunities and explore, in partnership with Academic Affairs and Human Resources, options for increasing, enhancing and improving such opportunities.
 - iv. Create and implement a division wide advancement and fundraising program in partnership with the Division of Advancement.
 - v. Provide the highest quality customer service experience utilizing technology, training and resources to improve user satisfaction.
- c. Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.
 - i. Establish a division-wide standing committee focused on the assessment and creation of programs and services from a multicultural (intercultural) competency based lens.
 - ii. Establish co-curricular, globally focused initiatives that provide students with opportunities for engagement on campus, in our surrounding environments, and beyond.
 - iii. Explore and enhance multicultural-based collaborative programs with departments outside of the division and in partnership with agencies in our surrounding environments.
 - iv. Establish and implement a campus climate survey in collaboration with Institutional Research to identify opportunities to actualize an inclusive and global learning community.

- v. Explore the feasibility of creating and implementing a Multicultural Student Affairs department to assess and increase the division's contribution to and support of a diverse student body and fostering a global learning community on campus.
- d. Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.
 - i. Develop a comprehensive assessment plan that identifies learning and program outcomes and demonstrates a process for improvement based on measurable results.
 - ii. Determine how/when to optimize human interaction between Division staff, students and University partners while employing technology to enable the timely retrieval and use of accurate information to address routine inquiries.
 - iii. Establish and implement a series of reporting procedures for the purpose of demonstrating measurable outcomes and data to demonstrate a collective contribution to student success.
 - iv. Establish and implement a recognition process to highlight innovative initiatives by individual staff members or departments that contribute to the ultimate utilization of human, financial, technological and physical resources.
- e. Cultivate a collective identity that demonstrates a united vision.
 - i. Collaborate with the Division of University Advancement and the Office of University Relations to develop and implement a division wide integrated branding and marketing plan.
 - ii. Assess the current web presence and use of social media throughout the division and implement division expectations of website design and effective use of social media.
 - iii. Develop a comprehensive and integrated communications plan to increase awareness and understanding among the division, the campus community and the surrounding environments about who we are, what we do, and who we serve.
 - iv. Expand the opportunities for staff involvement in division-wide initiatives, programs and services.
- f. Create and engage in strategic partnerships.
 - i. Collaborate with the Division of Academic Affairs to develop proactive initiatives and research that positively impacts student retention and graduation rates.
 - ii. Involve the Faculty Senate, Staff Council, Student Government Association and other shared governance groups in the Division's assessment and planning initiatives.
 - iii. Partner with the Division of University Advancement and the Alumni Association to nurture an alumni base to support the Division's initiatives.
 - iv. Engage the Division of Administration and Finance in effective facilities management and the prioritization of capital investments.
 - v. Work together with University Information Technology to operationalize best practices and to leverage resources to optimize the seamless delivery of programs and services.
 - vi. Join forces with Athletics to explore opportunities that are mutually beneficial for student success.

The Division of Student Affairs and Enrollment Services will continue to work with each department to determine which action steps will be facilitated by the respective departments which will include specific timelines for each. The progress towards successful completion of each action step will be part of each department's assessment initiatives and documented in their annual reports. An executive summary of the annual report for the Division will be published on the Division's website.

7. ***Other sources of funding.***

As per our strategic plan, the Division of Student Affairs has implemented a division wide advancement and fundraising program in partnership with the Division of Advancement. In addition, through further partnership with the Division of University Advancement and the Alumni Association, the Division intends to nurture alumni support of the Division's initiatives. As of the close of FY 14, the Director of Advancement for the Division of Student Affairs and Enrollment Services priority projects included:

- a. Center for Fraternity and Sorority Life
- b. Cougars in Recovery
- c. LGBT Resource Center
- d. Traditions and Campus Programming
- e. University Center
- f. Women's Resource Center

The priorities for FY15 are:

A list

- A.D. Bruce Religion Center
- Center for Diversity and Inclusion
- Cougar Emergency Fund
- Cougars in Recovery
- Leadership and Civic Engagement
- Traditions and Campus Programming
- University Center
- Urban Experience Program
- Veterans Services

B list

- Center for Fraternity and Sorority Life
- LGBT Resource Center
- Map Works
- Women's Resource Center

FY16 funding sources are anticipated to continue on this trajectory.

8. ***Overlap.***

There is no identifiable overlap with other divisions on campus or fee funded divisions, departments or units.

Division Leadership

