**Office of the Vice Chancellor/Vice President for Student Affairs and Enrollment Services**
**FY2017 PROGRAM QUESTIONNAIRE RESPONSES**

*1. Executive Summary.*

The Division of Student Affairs and Enrollment Services strives to provide a nationally acclaimed student experience that results in a valuable impact on persistence and graduation. Currently, the division employees over 405 full-time staff and over 900 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:

- In addition to the fourth cycle of comprehensive department-level assessment plans, departments further reported on student level data toward completion of progress cards. These progress cards are shifting the division dialogue toward measures of student persistence and graduation as correlates of co-curricular experiences.

- Foundations of Excellence (collaboration with Academic Affairs) completed its second year of work toward implementing changes in the first year student experience to increase student success. The Implementation Plan was written in FY15.

- DSAES hosted a regional Summer Assessment Symposium with over 160 attendees from 22 institutions including a majority of our staff.

- All 27 departments within the division now have Emergency Plans in place and have a standard review process to ensure that they are current and active.

- The Cougar Experience Scholarship is a strong example of a FY15 collaborative iniative that will continue contributing to student success for years to come.

- The division-wide IT department made major efforts to equalize resources for all departments by replacing 423 computers in FY15 for the student affairs departments.

- FY15 was a year of significant hires in leadership for DSAES. New leaders added in FY15 include: Enrollment Services, Women and Gender Resource Center, Center for Student Involvement, Center for Diversity and Inclusion, Health Center, Veteran Services, and Business Services.

## 2. Organization Chart.

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

## 3. FY15 Objectives.

The Division of Student Affairs and Enrollment Services worked with each of the 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 again be published on the Division's website.

Included are the following action steps that were accomplished in FY15:

*a. Create new opportunities for student success through learning, engagement and discovery.*

Action steps taken:
1. Daniel Maxwell co-chaired the Foundations of Excellence Implementation phase that began in the summer of 2014 with work completed in FY15.
2. Our departments saw increase in student participation in events and services. New initiative highlights from this year include: progress on the collaborative "Healthy Coogs 2020" initiative, "Sexual Assault Awareness Week" programing, Center for Diversity and Inclusion programming (including the Soledad O'Brien lecture/event), University Career Services alliance with Exploratory Studies, and numerous peer to peer efforts.

*b. Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.*

Action steps taken:
1. Filed vacancies in the AVP/AVC for Enrollment Services, and directors of Business Services, Women and Gender Resource Center, Center for Student Involvement, Veteran Services, and Health Center.
2. Contributions toward the advancement campaign were made in several departments. Departments collaborated on case statements with the Division of Advancement and funding successes were seen for the following areas: UEP, LGBTQ, AD Bruce, SHRL Opening Committee, CSI, and the Cougar Experience Scholarship.
3. The second phase of the "Student Employee Workgroup" chaired by Daniel Maxwell brought together Human Resources, Career Services, and campus stakeholders to improve the student employee experience. The workgroup developed plans for the operation and professional development for student employment that have begun implementation in FY16.

4. The division-wide IT department replaced over 400 terminals to improve efficiency for all departments. This will continue into FY16 for enrollment services.

*c. Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.*

Action steps taken:
1. The Center for Diversity and Inclusion had an outstanding year of inaugural programming and outreach.

*d. Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.*

Action steps taken:
1. Moved all assessment plans and summaries on-line using SharePoint as a demonstration of data driven decision making. All departments can now view and work together toward assessing student progress.
2. All (100%) departments division-wide have established emergency response plans and systems.
3. Completed four departmental external review processes utilizing the Council for the Advancement of Standards assessment guides. Those departments were: Center for Students with disABILITIES, Admissions, the LGBTQ Center, and Center for Student Media.
4. PeopleSoft HR and Campus Solutions had an application split to improve efficiencies for both.
5. Improvements were made on the Student Self-Service portal to include on-line Bacterial Meningitis document uploads.
6. Transfer student credit evaluation was moved to Admissions (from the Registrar) to make a better transfer process for students. Students are able to know more quickly about the number of transferable credits during the admissions process.
7. Health Center's transition to the on-line patient management system realized shorter wait-times for students and better procedures of file maintenance.
8. Campus Recreation closed the RFP for a new membership and card swipe process that was implemented at the end of FY15.
9. Student Housing and Residential Life moved to a new room management system improving the room management and processes for students.

e. Cultivate a collective identity that demonstrates a united vision.

Action steps taken:
1. Held our second division-wide marketing and branding retreat open for all departments that both expanded campus knowledge and involvement to impact the collective identity for the upcoming year.

2. Successful launch of the five functional areas of the division including marketing, web presence, and direct advertising on each of the areas.  The areas are: Take Charge, Get Involved, Stay on Campus, Stay Healthy, and Get Support.
3. Launched the "Say Yes to Success" campaign in spring 2015. The campaign included the #UHSucess and social media presence. This campaign launch will continue through FY16.
4. A complete identity vision was established for Enrollment Services and specifically Admissions.

*f. Create and engage in strategic partnerships. i*

Action steps taken:
1. Academic Affairs and the Foundation of Excellence implementation phase was a successful second 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. Participated in the opening of the stadium and the inaugural year for the team in the stadium including the tailgating efforts.

*4. Evaluation.*

The Division continues to provide department access to Campus Labs Baseline to encourage greater use of evaluations of program, services and initiatives. In FY15, responses were collected in Baseline across 199 projects (an increase from FY14's 154 projects). This increase in projects also includes an increase in the use of direct measures through the rubrics tool for the division.

In FY 15, 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 Student Center (Student Center & Satellite), Center for Student Involvement (activities and leadership assessments), Center for Fraternity and Sorority Life, Career Services Assessment, and Campus-wide Student Climate.  Additionally, our division supported the campus-wide data collection for NCHA (National Collegiate Health) and the Center for Student Media.  In all campus-wide data collection our office facilitated the use of stratified random sampling methods to reduce the total number of surveys an individual student received to address issues of survey fatigue and over surveying in general.

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. Additionally in FY15, departments began to look at student level data for participation and our Director of Assessment and Planning began connecting those interactions with persistence and graduation data per department in order to complete progress cards for each department.

## *5. Budget Changes.*

Base augmentation requested for FY 2017 to fund staff merit increases applied to FY 2016 budget.

## *6. FY17 Objectives.*

The Division of Student Affairs and Enrollment Services continues to follow its strategic plan in out-lining objectives. FY 17 will mark the final year for the 2013-2018 strategic plan and we will 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 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.

    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 and 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.

During FY17, the division will also establish the next strategic plan to guide the division and our departments.


*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. FY17 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.

# UNIVERSITY of **HOUSTON**

STUDENT AFFAIRS and ENROLLMENT SERVICES

## Division Leadership

**Dr. Richard Walker**
Vice Chancellor/Vice President for Student Affairs and Enrollment Services

**Michelle Rice-Shaw**
Executive Administrative Assistant

**Devi Bala**
Executive Director, Business Services

**Patricia Magdaleno**
Administrative Assistant

**Linda Garza**
Director, Business Services

**Brenda Cook**
Director, Business Services

**Daniel Maxwell**
Associate Vice Chancellor/Associate Vice President for Student Affairs

**Mara Affre**
Associate Vice Chancellor/Associate Vice President for Enrollment Services

**Floyd Robinson**
Assistant Vice President for Student Affairs – Health and Wellness

**Donald Yackley**
Executive Director, Student Housing & Residential Life

**Dr. William F. Munson**
Associate Vice President for Student Affairs and Dean of Students

**Keith T. Kowalka**
Assistant Vice President for Student Affairs – Student Life

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**Dr. Vanessa Tilney**
Chief Physician/Executive Director, Health Center

**Dr. Norma Ngo**
Director, Counseling and Psychological Services

**Kim Clark**
Director, Campus Recreation

**Dr. Patrick Lukingbeal**
Director, UH Wellness

**Cheryl Amoruso**
Director, Center for Students with DisABILITIES

**John Shiflet**
Director, Cougars in Recovery

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**Susan Kimbrough**
Associate Director for Residential Life

**Kenny Mauk**
Associate Director for Housing Operations & Outreach

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**Monica Thompson**
Executive Director, University Career Services

**Vacant**
Director, Advancement

**Dr. Pam Shefman**
Director, Assessment & Planning

**De'Awn Bunch**
Interim Communications Manager

**Dr. Raven Jones**
Director, Urban Experience Program

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**Djuana Young**
Executive Director, Admissions

Orientation

**Scott Moore**
Interim Executive Director, Scholarships & Financial Aid

**Debbie Henry**
Director, Office of University Registrar

**De'Awn Bunch**
Executive Director, Enrollment Services Communication & Marketing

**Katina McGhee**
Executive Director, Campus Solutions Services

**Scott Sawyer**
Director, Enrollment Services Integration

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**Kamran Riaz**
Associate Dean

**Vacant**
Assistant Dean, Family Programs & Commuter Students

**Dr. Devan Ford**
Director, Women and Gender Resource Center

**Celina Dugas**
Director, Veteran Services

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**Lawrence Daniel**
Director, Student Affairs IT Services & Special Programs

**Vacant**
Director, Student Centers

**Jason Bergeron**
Director, Center for Fraternity & Sorority Life

**Dr. Tina Powellson**
Director, Center for Student Involvement

**Jennifer Skopal**
Director, Children's Learning Centers

**Matt Dulin**
Director, Student Media

**Lorraine Schroeder**
Director, LGBT Resource Center

**Niya Blair**
Director, Center for Diversity and Inclusion

**Bruce Twenhafel**
Manager, AD Bruce Religion Center