UNIVERSITY of **HOUSTON**

VETERANS SERVICES

SFAC Report

Fiscal Year 2012-2013

INDEX

1. **Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms: your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.**

I. EXECUTIVE SUMMARY

The University of Houston Veterans Services is an approved Comprehensive Educational "Military Friendly" Resource Center for veterans, spouses and their dependents. A recent transition from Academic Affairs to the Enrollment Management Department has led us at the Veterans Services to adapt a new mission for the veteran's population under our new program "Veterans Returning Academic Assistance Program (V-RAAP). Our mission is to assist in the recruiting, retention and graduation of identified benefit eligible first-time-in-college (FTIC), or transfer veterans, spouses, and dependents within the university's designated graduation timelines with success. Veterans Services' additional role is to be a point of contact to obtain information relating to the resources and benefits for which a veteran has earned. It provides college support for veterans and their dependents but also serves as a hub for a variety of resources specifically geared toward the unique needs of veterans. This supportive environment is for implementing services for the academic, social, and professional development of our existing veteran population, UH students, the university, and the greater Houston community.

UH Veterans Services has been at the forefront in the state of Texas and has been recognized congressionally on several occasions for its success in enriching the campus community, creating greater access for student veterans, promoting and supporting programs, and streamlining the process for veterans transitioning onto our UH campus. Since the legislation of the new 9/11 GI Bill of August 2009, expectations of reasonable increase at colleges and universities were inevitable. As expected, our enrollment of student veterans at UH doubled from 2009-2011 and continues to grow.

In the summer of 2010, the Texas State Audit Office initiated for the first time an external audit entitled, "Veterans Services at Selected Institutions" of Higher Education. Veterans Services was sighted to have the best comprehensive website out of seven leading universities in the state of Texas. In 2009 and 2010, we were requested by the Texas Veterans Commission and the Senate Committee on Veteran Affairs & Military Installations under Senator Leticia Van de Putte to testify on two Senate Bills and received letters of commendation. Veterans Services has campus partners in the Department of Engineering, "Cam to Camouflage" program; Wolff Center of Entrepreneurship, "Entrepreneurship and the 21st Century Veteran program; and the Jack J. Valenti Department of Communications, Delicate Dreams Veterans Oral History project in partnership with the U.S. Library of Congress. We continue to develop and grow.

2. **Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, custodian, etc), note this on your chart. Student employees should be cited on the chart and identified as students.**

Enrollment Management
Veterans Services
(H0218)

Allen Grundy
00102869
Director, Program 1

Lawren Bradberry
00101586
Program Coordinator

Sandra K. Glass
01009425
Secretary 2

Student Worker	Student Worker	Student Worker	Student Worker	Student Worker	Student Worker	Student Worker

Student Worker	Student Worker	Student Worker

FTE Count
Fill 3
Vacant 0
Total 3
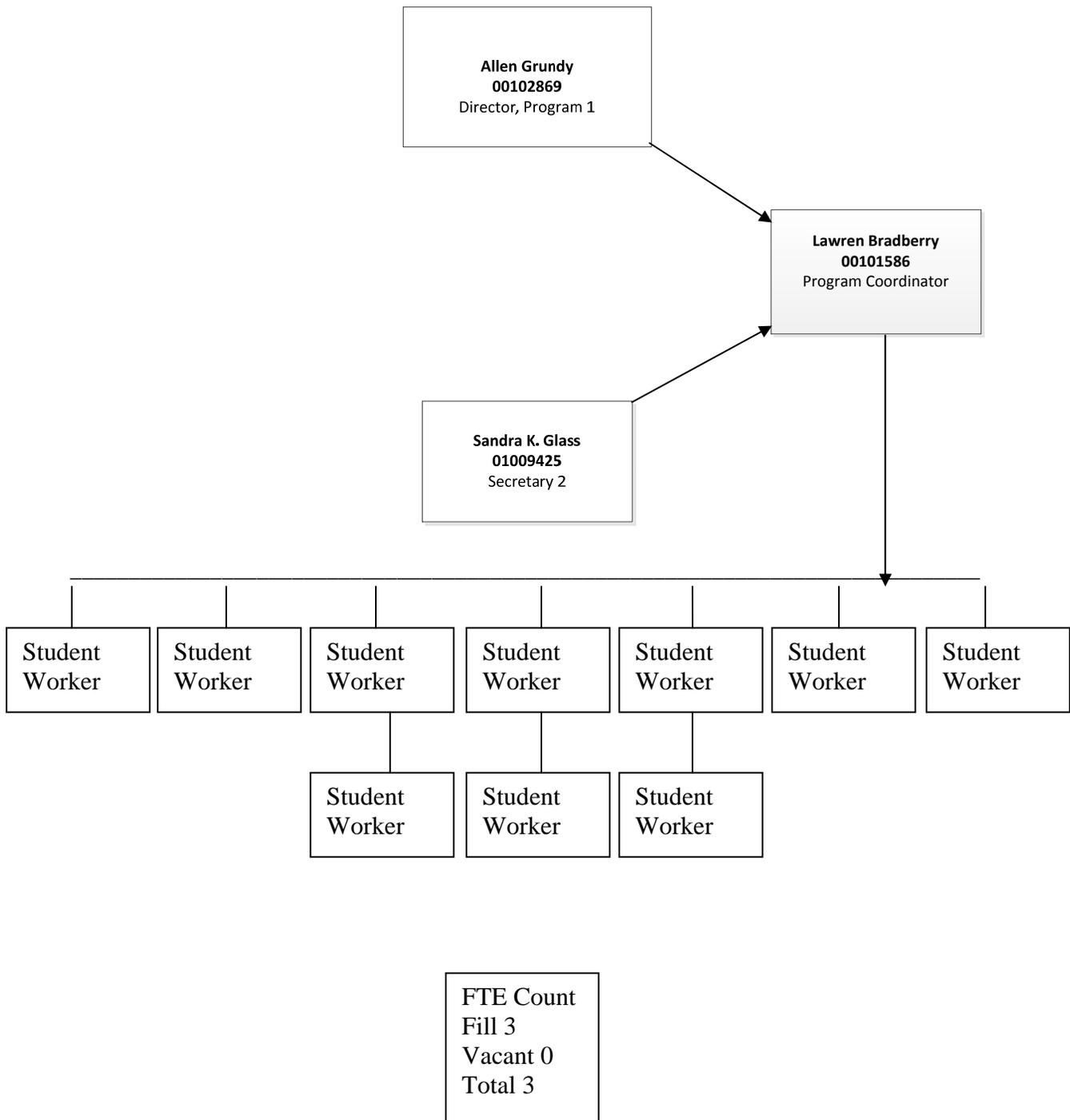
3. **List the objectives that you provided with your 2010-2011 SFAC request. Please comment on your success in achieving these objectives. If an objective changed during the year, please note this and explain. Also, list any new objectives, the rationale for the addition, and comment on your success in achieving these objectives.**

Due to the transition of Veterans Services from Student Affairs to Enrollment Management, there has been a delay in achieving many of the objectives from 2010. Much of the delay was caused by funding approval delay for 2011/2012 which was reported for usage in June 2011 but created a stoppage for supplies, equipment, and programs.

2010-2011 Objectives

Objective #1
Further develop a Model 4 Veterans Resource Comprehensive Resource Center according to the 2009 Student Affairs Leadership Council. (The Advisory Board)
This objective has come closer than ever to achievement with the transfer of Veterans Services from its former Student Affairs Division to now being embedded within Enrollment Management.

Objective #2
Increase enrollment of veterans, spouses and dependents by 30%
This objective has been realized with at least a 20% increase and the projection of increasing to 30-35% within the next fiscal year. *See chart.

Veteran Demographics 2008-2010

	Fall 2009	Spring 2009	Fall 2008	Spring 2008
Total Student Enrollment	37,000	33,866	31,104	32,656
Military Service Members (active duty / reservists)	18	20	19	15
Military Veterans	730	505	473	346
Military Service Members'/Veterans' Dependents	46	37	37	25

	A	B	Veterans (n = 1,313)		Non-Veterans (n = 37,439)	
			n	%	n	%
5	Benefits	VA Benefits	946	72%		
6		Hazelwood	196	15%		
7		Both Hazelwood and VA	93	7%		
8		No Veteran Related Benefits	78	6%		
9						
10	Gender	Female	290	22%	19,106	51%
11		Male	1,023	78%	18,333	49%
12	Ethnicity	White	608	46%	12,604	34%
13		African American	258	20%	4,611	12%
14		Hispanic	305	23%	8,336	22%
15		Asian American	76	6%	7,485	20%
16		Native American	8	1%	121	0%
17		International	1	0%	3,277	9%
18		Unknown	17	1%	303	1%
19		Hawaiian/Pacific Islander	4	0%	111	0%
20		Multiracial	36	3%	591	2%
21	Status	New Student	55	4.2%	3,346	8.9%
22		Transfer	253	19.3%	3,928	10.5%
23		Continuing Student	758	57.7%	21,038	56.2%
24	Classification	Freshman	164	12%	6,020	16%
25		Sophomore	249	19%	5,940	16%
26		Junior	252	19%	7,062	19%
27		Senior	401	31%	9,290	25%
28		Post Bac	64	5%	1,246	3%
29		Masters	117	9%	4,420	12%
30		Doctoral	29	2%	1,758	5%
31		Special Professional	37	3%	1,703	5%
32	Full-Time/Part-Time	Full-Time	917	70%	27,006	72%
33		Part-Time	396	30%	10,433	28%
34			AVG		AVG	
35	Average Age		29.6	-	24.9	-

Fall 2010

36	Average Units Earned	Total	10.5	-	10.5	-
37		UG	10.8	-	10.9	-
38		PB	7.5	-	7.2	-
39		GRAD	8.5	-	8.3	-
40		SP	13.6	-	14.1	-
41	Average CurrentGPA	Total	2.96	-	3.00	-
42		UG	2.86	-	2.86	-
43		PB	3.15	-	3.27	-
44		GRAD	3.61	-	3.62	-
45		SP	3.16	-	3.16	-

Objective #3
Increase revenue to UH with funds from Post 9/11 GI Bill, with tuition and fees paid directly to UH by Department of Veterans Affairs.
With the increase of student enrollment up to 1313, revenues by student veterans have escalated to approximately $5,212,000 (1313 full time students at approx. $4,000 per semester). This is a significant increase to the university.

CIRCULAR SYSTEM THAT CORRECTS AND STABILIZES CHANGE
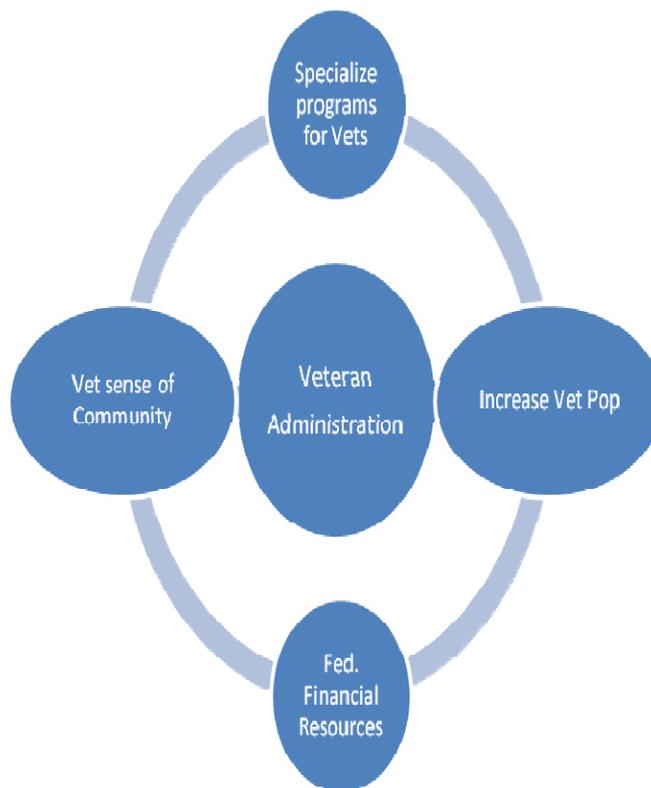
Objective #4
Develop 10% more paid programs, workshops, and seminars for military families.
Due to the transition of Divisions, it was almost impossible to move forward with additional programs of any sort, paid or unpaid. Many programs fell short on participation because of lack of funding for such things as refreshments and facility charges.

Objective #5
Establish UH as a Flagship University for veterans and their families in the SW region.
The Veterans Services has had its highlighted moments since this past year. We were selected by the State Audit Office that audited our methodology to be one of seven institutions of higher education under the Texas Code and Texas Administration Code Requirements for student veterans including:
- Gaining an understanding of processes and controls related to the services offered to student veterans
- Web-sites for student veteran-related information
- Focus groups with student veterans

In conclusion of this audit, our unit's website was chosen as an example for the other state universities. In this past year, UH Veterans were asked to testify for two senate bills, SB1535 and HR 437 at the Senate Committee for Military Installations under Senator Leticia Van De Putte at the State capital. Our program "Entrepreneurship and the 21st Century Veteran program received a congressional recognition from Congresswomen Sheila Jackson Lee, on April 10, 2011. Our program's guest speaker, an American two-time former World Heavyweight Boxing Champion, Olympic gold medalist, ordained Baptist minister, author and successful entrepreneur George Foreman.

Objective #6
Initiate VSO campus/community - college/military "Military Mobile Tour"
This objective was put on hold due to funding issues. The "VET 1" van was in need of repairs before going out on the road for recruiting. Funding was not available in a timely manner to accomplish this goal. Again, due to the transition of our department, this was delayed.

4. **Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned objectives and their importance as compared to other objectives that you might pursue. Where data exist, discuss the number of persons served by each of your programs, the satisfaction level of those served, and/or any other assessment measures evaluated. Please provide the method for collecting these data.**

The Veterans Services is evaluating its operations data through quantitative as well as qualitative measures to evaluate our success. The Veterans Services data is collected by UH Institutional Research and electronically with a Windows Access 2000 program and an electronic card reader as the students enter the facility. The increase in veteran population and increase in supplies tells us that the veteran traffic is dynamically increasing every semester.

Measurable Outcomes

1. **Quantitative.**
   - The amount of daily and weekly traffic in usage of computers as well as counseling on benefits and incoming telephone calls.
   - The amount of revenue generated from donations from annual programs.

2. **Qualitative.**
   *Client surveys two times per year reflecting satisfaction with counseling and program activity.
   - The number of student veterans who are repeat users of VSO's computer site.
   - The speed with which student-veterans' benefits are received.

   Methodologies.
   - Daily/weekly/monthly traffic. Walk-in clients sign-in prior to requesting information or using the facility. Students review necessary forms to either begin or continue benefits.

Client surveys. Brief survey questionnaires are given to each veteran who walks through the door in Fall, Spring and Summer session. Questions include how knowledgeable, helpful, and friendly the student veteran counselor was and whether the client would recommend the Veterans' Services Office to the veteran population. Other questions include functioning of the computer lab and other amenities such as fax, and telephone usage. The results are tallied each semester and are used for staff evaluations and professional development purposes.

Veterans Services Walk-in Traffic June 2011-October 2011

VSO Monthly Traffic

Phone Logs

Month	Value
March	28
April	71
May	82
June	80
July	88
Auguest	78
September	57
October	11
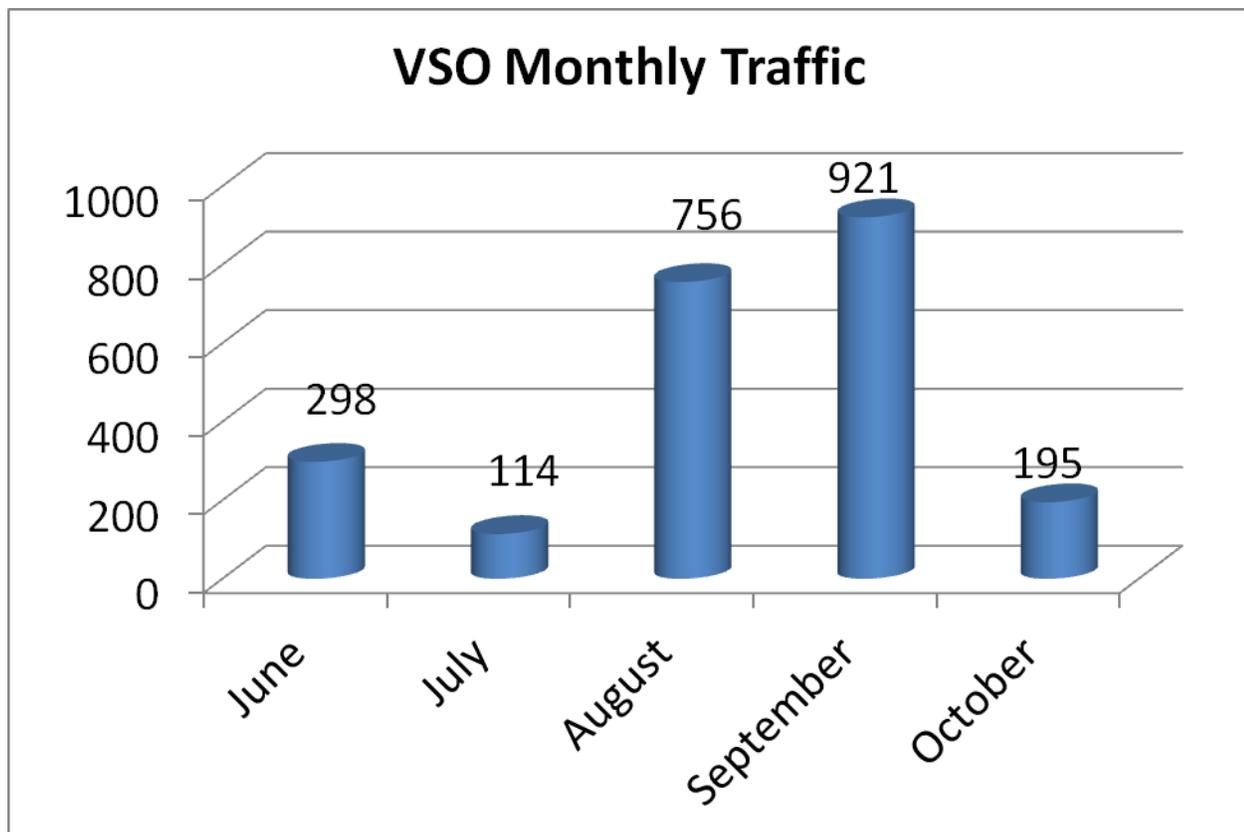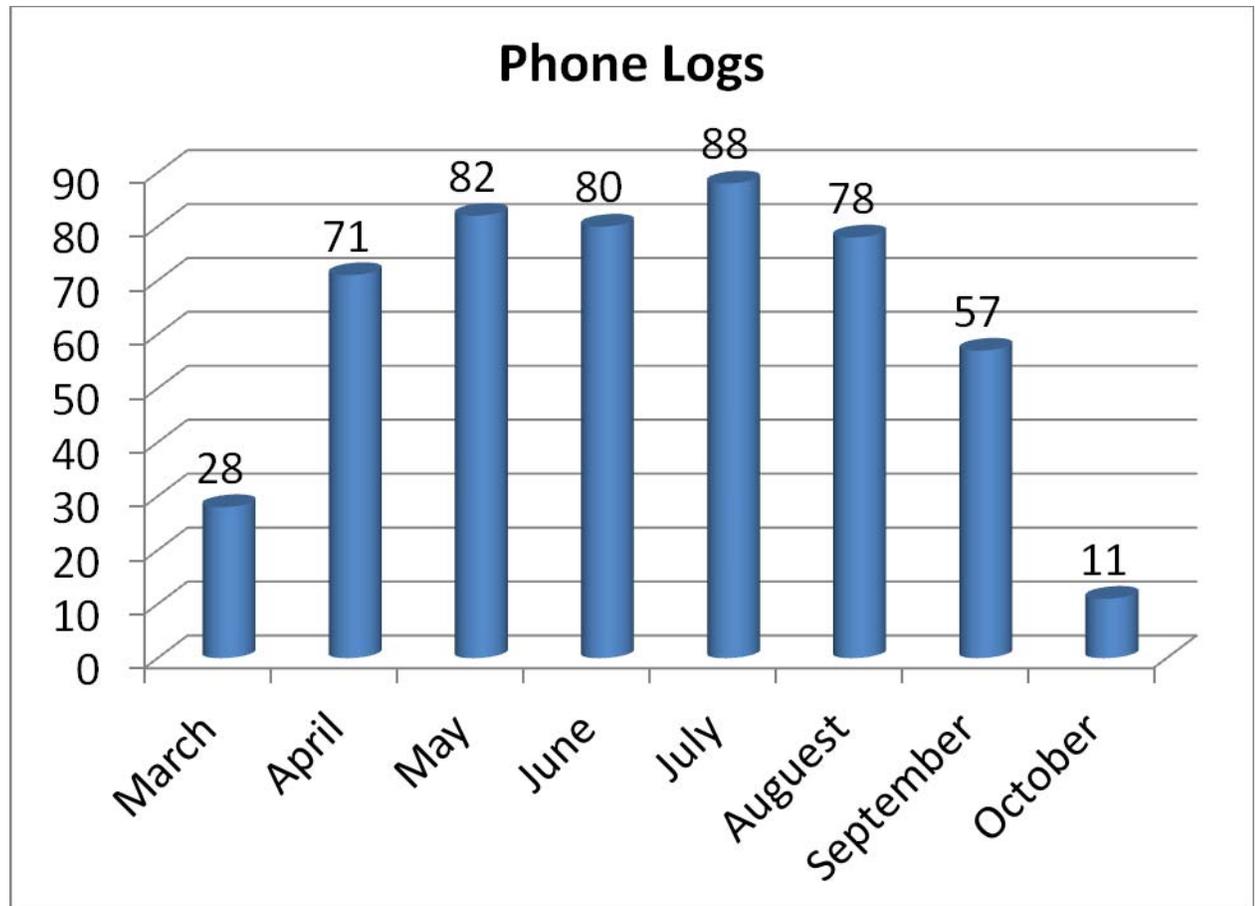
5. Please discuss any budget changes experienced since your last (FY2012) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections. In addition, if your unit concluded FY2011 with a Ledger 3 Fund Equity balance, please describe the conditions which caused the fund balance.

With the transition of Veterans Services from Student Affairs to Enrollment Management, there was a definite delay in receiving our 2011 budget. There was an unusual procedure this past year where we submitted twice for our SFAC funding--once in February and the second one in October. Between the two departments of Student Affairs and Enrollment Management, there has been some difficulty with communication of funding procedures and purchases. Because of the lateness of funding, Veterans Services was not able to hire its Program Coordinator until October 10, 2011. This inaction created an equity fund reserve of approximately $28,000 (Prog. Coord. unused salary). Another issue that we encountered was the usage of this equity fund prior to the September 15th deadline. This information was not given to our department until August, 2011.

Funding that we did spend somehow was put towards our 2012 budget, which presently has us in a shortfall for the rest of the year. Many programs and necessary supplies and equipment were not maintained because of these transitional malfunctions.

6. Please list your 2012-2013 objectives in priority order. Larger units may wish to group your response by subprogram. Under each objective, state the specific programs, activities, and/or services that you plan to implement to meet your objectives.

2012-13 Goals and Objectives

Objective #1 Introduce 2011-2012 One –time funding as base funding for FY2013.
With the transition of the Veterans Services from Student Affairs to Enrollment Management, greater expectations will be expected. Along with our duties involving student affairs, there will be additional roles in assisting the Enrollment Management division to recruit, retain, and graduate student veterans. With this in mind, additional resources for supplies and equipment will be necessary to carry out duel functions within the 2013 fiscal year.

Objective #2 Request reclassification of Director 1 to Director 2 position.
This circumstance comes under the relocation of the Program Director 1 from Student Affairs transfer to Enrollment Management. Under this new Division, additional duties will be allocated to merge both Veterans Services and Veteran Certification operations. In March 2011, training for Veteran Certification was completed and submitted by the Texas Veterans Commission for the now Program Director. The present Program Director 1 led the SAO Audit involving teams of Student Affairs and Enrollment management through the audit for Veterans Affairs in Higher Education in May 2010. In keeping with the current Directors under the leadership of the Associate Vice President of Enrollment Management, Stephen Soutullo, and additional responsibilities, this reclassification is being requested. The present Program Director I duties have drastically changed to:

- Overseeing a program and center (Veterans Resource Center)
- Manages budget and engages in strategic planning
- Hires and directs activities of staff
- Implements new programs and projects
- Represents department and center to internal and external constituents

Objective #3 Recruit, retain and graduate student veterans, spouses and dependents.
To continue to improve operational efficiency through the use of services and application of the best practices for the purpose of improving the University's Veterans Resource Center. Best practices are being used from sources such as American Council on Education (ACE); Student Veterans of America (SVA);

Servicemembers Opportunity Colleges (SOC); and state audit report, "Veterans' Services at Selected Institutions of Higher Education" from State of Texas Audit Office.

Objective #4 To continue to improve our communications to all we serve.
To utilize social media to connect with student veterans and their families to develop greater awareness of what is available as services, benefits and programs. Presently, we are utilizing Facebook, Linked, YouTube and other social media sources. We are attempting to develop a Veterans Services interactive portal for better communications to this nontraditional population.

Objective #5 Work closely with Enrollment Services and the Veteran Certification unit to allow for adequate personnel support at all times.
To improve communication between units will be done through the Veterans Task Force which will be up and running in spring 2012. Continue cross-training of all staff and greater integration into the One-Stop concept at both Veteran Services and Veterans Certification unit. Work closely with all stakeholders to produce a state-of-the-art five-year veteran enrollment plan.

Objective #6 Reach out to UH feeder community colleges and military bases specifically those in our secondary market
- Work closely with our branch campuses to promote veterans affairs consistence educational opportunities beyond two years.
- All units participate in scheduled joint meetings with branches to explore opportunities for systematic best practices
- Work closely with the University's distance learning division in support of the institutional enrollment goals to extend veterans off-campus offerings.
- Implement recruiting plan through VSO Mobil Unit
- Increase the number of Veterans enrolled by 25%.

With the Veterans Service Mobile unit being enabled this summer, we are able to travel to military bases within 150 miles carrying staff and equipment for presentations and exhibits. The bases that we have identified are:

Veterans Services MOBILE UNIT MILITARY BASES TOUR
Air Force Bases
- Brooks City Base-San Antonio
- Randolph Air Force Base- Universal City

Army Post
- Ellington Base-Houston
- Camp Bullis-San Antonio
- Corpus Christi Army Depot – Corpus Christi
- Fort Hood- Killeen
- Fort Sam Houston

Coast Guard Bases
- USCG Station Galveston – Galveston Island

Navy Bases
- Corpus Christi Naval Air Station
- Fort Worth Naval Station Joint Reserve Base

Objective #5 Implement veteran sensitivity workshops for staff, faculty and students

Under the Title IX Grievances and Other Discriminatory Complaints policy, sensitivity training has been discussed with UH HR and UH EEO for addressing specific training for students, staff and faculty, to protect the veteran population from all forms of discrimination based on protected categories. Protected categories are race, color, religion, national origin, sex, age, disability, veteran status or sexual orientation. Conduct that constitutes discrimination shall be considered to be a violation of university policy.

Objective #6 Develop and implement VSO/UH fundraising strategy.

Continue with the strategic planning with Sandra Jacobson, manager of UH direct marketing department, in soliciting donations for Veterans Services. Further development of the UH Veterans Alumni Association in partnership with the UH Alumni Association will come to fruition this spring 2012. These two possibilities and the solicitation of local, state and federal grant opportunities will be of utmost importance during these lean financial times.

Objective #7 Continue to provide support to our community for the purpose of access and success for all future students.
- Build coalitions and partnerships in our community.
- Work with local, state, federal, and special programs to ensure that all new veterans are part of our database of prospective student veterans.

What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)?
Continue strategic planning with Sandra Jacobson, manager of UH direct marketing department, in soliciting donations for Veterans Services. Also, after initiating the Veterans Services Alumni Association, annual dues will assist with general operational funds. Veterans Services will also set-up an account for 2013 fiscal year charging a minimal fee for programs, workshops and seminars which will help in support of its operations.

Please describe any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap
N/A