

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

FY2015 PROGRAM QUESTIONNAIRE RESPONSES

1. Executive Summary.

The Division of Student Affairs and Enrollment Services currently employs 405 full-time staff and approximately 600 student workers within the 24 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.

In May 2013, President Khator announced reorganization for the Office of the Senior Vice Chancellor for Academic Affairs/Senior Vice President for Academic Affairs and Provost. A component of the reorganization was the realignment of Enrollment Services with Student Affairs. Under the leadership of Dr. Richard Walker, the Division of Student Affairs transitioned to the Division of Student Affairs and Enrollment Services in FY13 and will continue its transition into FY14.

The Enrollment Services area includes the following departments: Office of Admissions; Office of Registration and Academic Records (RAR); Office of Scholarships and Financial Aid; Office of Student Communications and Marketing; Office of Enrollment Management Production Support; Office of Enrollment Management Business Services; and Office of Veterans Services. Other additions to the Division in FY13 included the Center for Students with DisABILITIES, LGBT Resource Center, and Women's Resource Center.

In addition to this second major re-organization since 2011, 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 created and implemented. Departments further reported on assessment activities. These assessment plans and reports guide some of the 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) began its work to enhance our campus understanding of the first year student experience to increase student success.
- Multi-cultural task force completed their charge to explore the feasibility of creating a center on campus to enhance our efforts toward support and advocacy focusing on addressing the needs of the diverse University of Houston student population.
- Two national searches were completed for the Directors of Assessment and Planning and Advancement.
- Collaboration with Academic Affairs led to the completion of the Retention Work Group report on how the Division and partners can address issues of retention from an institutional perspective.
- A Greek Life Task Force convened in FY13 and provided recommendations to the UH Greek Community in the focused areas: academic/student success, shared governance/expectations, growth, and community. The task force is completing its work with forum conversations within the separate UH Greek Communities in FY14 with progress on the recommendations to begin in FY14.

2. **Organization Chart.**

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

3. **FY13 Objectives.**

The Division of Student Affairs worked with each of the division's original 15 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 published on the Division's website.

Included are the following action steps that were accomplished in FY13:

- 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. The First Year Experience Committee convened during FY13 to collect data on the initiatives of the Division. The team also created the First-Year checklist that was distributed during the first weeks of class during the Fall 2013 semester. The committee closed its work when the Foundations of Excellence group began its work in August 2013.
 - 2. Daniel Maxwell is co-chairing the Foundations of Excellence committee that began in the summer of 2013 with work to continue through FY14.
 - 3. Dan Maxwell led the Greek Life Task Force which convened in FY13 and will continue into FY14. The task force was charged to provide insight on the current condition of the Greek community and establish recommendations that would encourage the system to meet the evolving needs of UH's diverse Greek organizations and their membership. The Task Force provided recommendations to the UH Greek Community in the focused areas of academic/student success, shared governance/expectations, growth, and community. The task force is completing its work with forum conversations within the separate UH Greek Communities in FY14 with progress on the recommendations to begin in FY14.
- 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. Executed two national searches for the Directors of Assessment and Planning and Advancement.
 2. Drafted the DSA Employee Guidebook which is designed for use during the new staff orientations hosted by the Professional Committee to be used in FY14 orientations and emailed to all staff.
 3. Student Housing and Residential Life improved their Passport system in Spring 2013 allowing all students to create room applications through a selection and booking online in which rooms were viewable at a floor level and could be selected based on availability.
 4. Initiated a “Student Employee Workgroup” chaired by Daniel Maxwell to bring together Human Resources, Career Services, and campus stakeholders to improve the student employee experience. The workgroup is continuing their work into FY14.
 5. The foundation for the creation of the division-wide advancement plan started in FY13 and will continue into FY14.
 6. Conducted a division-wide assessment of IT and led the development of a centralized IT staff.
- 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. Multicultural Student Affairs Taskforce conducted and completed their work on the feasibility of creating a department resulting in the recommendation of the creation of a Center for Diversity and Inclusion.
- 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.

Action steps taken:

1. The assessment planning process required each of the original 15 departments submit and follow a self-determined assessment plan. The process will continue in FY14 and will begin to encompass all departments in the division.
 2. Created an assessment summary reporting process to have departments return collected data from their assessment projects. Each of the original 15 departments created an outline of assessment project outcomes with intended action steps based on data gathered. The process will continue in FY14 and will begin to encompass all departments in the division.
 3. The assessment committee successfully implemented an assessment plan consulting group system where members of the committee provided feedback on departmental assessment plans. This process will continue for the 2013-2014 assessment planning cycle.
 4. The Director of Assessment and Planning, with the assistance of the assessment committee, launched the division's first "Assessment and Planning" website. This site houses resources and regularly requested forms for departmental use.
 5. Student Housing and Residential Life implemented RoomSync, a roommate matching service that uses Facebook. Used in Spring 2013 for Fall 2013 room selection, this system allowed students to choose their own roommates.
 6. In its second year, the recognition of staff through an Award Program was held at the Division's end of year luncheon. Four new awards were established in FY13 to recognize excellence in innovation and assessment and ambassador-ship of the Division. FY 13 award winners were:
 - a. The Ambassador Award: UH Wellness
 - b. Outstanding Excellence in Innovation Award: Student Housing and Residential Life
 - c. Outstanding Professional Award for Excellence: Matt Dulin
 - d. Outstanding New Professional Award for Excellence: DuJuan Smith
 - e. Outstanding Administrative Assistant/Support Staff Award: Rosie Contreras
 - f. The Transformational Leadership Award: Alicia Garcia-Valero
 - g. Students First Award: Cassandra Joseph
 - h. Graduate Assistant/Student Award of Excellence: Mara Washington
 - i. Student Employee Award of Excellence: Dave Hendry
 - j. Cougar Spirit Award: Family Weekend Committee
 - k. 3C Award: Caleb Wells
 - l. Diversity Award: Council of Ethnic Organizations
 - m. DSA Outstanding Committee Member Award: Alicia Whitmire
 - n. Friend of the Division Award: Dr. Simon Bott
 - o. Outstanding Assessment Award – Individual: Dr. Alison (Von Bergen) Wells
 - p. Outstanding Assessment Award – Department: UH Wellness
- 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.

Action steps taken:

1. Facilitated and managed the transition of 75% of all DSA departments to UH webpage template with DSA branding on each homepage; web development executed by Kyle Stehling.
 2. Created the student eblast, CoogNews, which is distributed to all students and faculty/staff subscribers on a weekly basis and is archived on-line.
 3. Student Housing and Residential Life implemented multimedia tactics across the campus to residents and non-residents, including large wall murals, multi-lingual videos, social media, digital signboards and in-person presentations for departments and incoming students.
 4. Established DSAES logotypes for all DSAES departments for use in/on marketing and branding materials.
 5. Enhanced social media presence on Twitter and established DSA Facebook account.
 6. Assisted in setting up and enhancing social media presence for DSA departments that requested assistance (Health Center, CAPS, and Career Services).
 7. Advertisements in The Daily Cougar displaying four functional areas of the DSA, frequently asked questions, and CoogNews to better communicate the programs and services to the campus community.
 8. Fall campus communications about the leadership in DSA including a finals ad featuring Dr. Walker to display presence as an executive campus leader and outreach to faculty and staff.
 9. The marketing committee's work was instrumental in the redesign of the Freshman and Transfer viewbooks for 2013-14.
 10. DSA branding via electronic signboards and campus signage was implemented.
 11. Student Housing and Residential Life created and executed an integrated marketing campaign for housing registration for FY13 under the tagline of "cost, convenience, community".
- 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. Daniel Maxwell co-chaired with Dr. Agnes DeFranco the campus-wide retention workgroup. They completed and presented their report "Retention: An institutional approach for an institutional issue" in May 2013.
- 2. Co-hosted the first UH Student Affairs 101 Conference with the College of Education. Our Division developed the materials and hosted speakers and staffing for the event. The event will continue in FY14.
- 3. Coordinated March of Dimes March for Babies 2013 campaign marketing at UH. The efforts of De'AWN Bunch resulted in nearly \$36K raised for the March of Dimes, an increase in the total number of walkers from UH registered and deeper engagement with the students through tabling and partnerships with Student Housing and Residential Life.
- 4. A comprehensive analysis of IT service solutions resulted in the creation of a centralized Division IT support services.
- 5. Worked closely with the Division of Finance and the departments within the division to manage issue of management, renovation, and/or expansions. Specific projects in FY13 included:
 - a. University Center's UC Transformation Project (renovation and expansion);
 - b. Student Housing & Residential Life's Cougar Village II (completion and Grand Opening) and Cougar Place (completion and Grand Re-Opening); and
 - c. Campus Recreation's Cullen Field (modifications and lighting to improve quality and quantity of space), Leisure Pool (re-plastering and ADA retrofit work), and general facility upkeep and maintenance (day locker replacement, new fitness equipment, HVAC work, and seating).
- 6. Daniel Maxwell participated in the UH Alumni Association Transition committee and chaired the Alumni Programming Opportunity sub-committee.
- 7. Dr. William Munson joined with Athletics to coordinate the bus transportation to UH Home Football games and will follow through with the work into FY14.

4. Evaluation.

The Division continues to provide all departments' access to CampusLabs Baseline to encourage greater use of evaluations of program, services and initiatives. In FY13 25,313 responses were collected in Baseline across 118 projects. The new culture of assessment is moving the departments beyond satisfaction surveys to learning outcome based assessment and to more sophisticated data collection techniques.

In FY 13, the Division supported departmental use of EBI (Educational Benchmarking International) Student Affairs Suite assessments. Eight (8) total benchmarking assessments were administered across Student Housing, the University Center (Satellite), Center for Student Involvement (activities and leadership assessments), and the Center for Fraternity and Sorority Life.

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.*

The Office of the Vice President for Student Affairs and Enrollment Services is requesting to reallocate budget in the amount of \$37,500 from miscellaneous other expenses to Salaries and Fringe Benefits to fund the partial salary of the Director of Advancement.

We are also requesting to transfer SSF funds in the amount of \$169,260 to the Office of the Vice President for Student Affairs and Enrollment Services from the University Center to pay the salary of the Assistant Vice President for Student Affairs – Student Life to be consistent with all other salaries for Assistant Vice Presidents for Student Affairs.

State funds in the amount of \$48,000 have been base funded by the university and will be utilized to pay the salary of an Accountant to assist Business Services.

No base augmentation is being requested for FY 2015.

6. *FY15 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 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.
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 - 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 will be creating and implementing 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 13, the Director of Advancement for the Division of Student Affairs and Enrollment Services was hired to begin the actualization of the program.

8. *Overlap.*

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

DIVISION LEADERSHIP

Updated 8.30.13

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

Kristin Deville
Executive Administrative
Assistant

Pat Sayles
Executive Director,
Business Services

Patricia Magdaleno
Executive Secretary

Linda Garza
Director, Business Services

Brenda Cook
Director, Business Services

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

Steve Soutullo
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 & Dean of Students

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

TBA
Executive Director,
Health Center

Susan Kimbrough
Associate Director for
Residential Life

Dr. David Small
Executive Director,
University Career
Services

DJuana Young
Executive Director,
Admissions

Kamran Riaz
Associate Dean

Lawrence Daniel
Director, UC Marketing,
Communications & Retail

Dr. Norma Ngo
Director, Counseling &
Psychological Services

Kenny Mauk
Associate Director for
Housing Operations
& Outreach

Edward Davis, II
Director, Advancement

Orientation

Dr. Alison Wells
Assistant Dean,
Transfer & Commuter
Students

Cheryl Grew-Gillen
Director, UC Facilities
and Operations

Kim Clark
Director, Campus
Recreation

Pam Shefman
Director, Assessment
& Planning

Sal Loria
Executive Director,
Scholarships &
Financial Aid

**Dr. Beverly
McPhail**
Director, Women's
Resource Center

AD Bruce Religion Center

Dr. Gail Gillan
Director, UH Wellness

De'Awn Bunch
Manager, Marketing &
Communications

Debbie Henry
Director, Registration
and Academic
Records (Registrar)

Jason Bergeron
Director, Center for
Fraternity & Sorority Life

Cheryl Amoroso
Director, Center for
Students with
DisABILITIES

Robbie Evans
Director, Urban
Experience

Chris Cheatham
Director,
Communications &
Marketing

Katina McGhee
Executive Director,
Enrollment Management
Production Support

Marcella Leung
Director, Center for
Student Involvement

Dr. Mike Fain
Director, Forensics

TBA
Director, Veterans
Services

Scott Sawyer
Director, Enrollment
Services Integration

Jennifer Skopal
Director, Children's
Learning Centers

Matt Dulin
Director, Student Media

Lorraine Schroeder
Director, LGBT
Resource Center