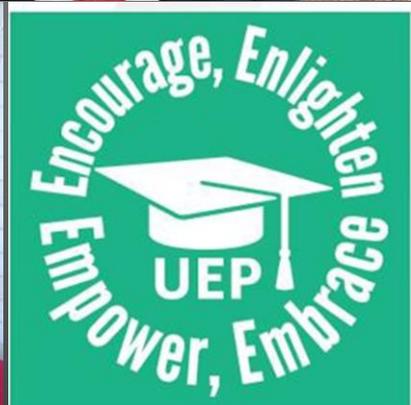


UNIVERSITY of HOUSTON

DIVISION OF STUDENT AFFAIRS Urban Experience Program

SFAC Report FY 2017

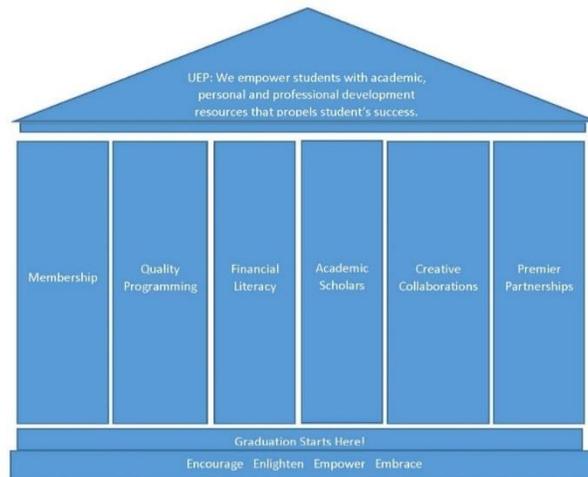


I. Executive Summary

The Urban Experience Program (UEP) was created to expand opportunities for educationally and economically underserved students of UH. UEP develops programs that directly impact the needs of participants of the program including academic enhancement advising, a financial empowerment series, and the newly developing “Life after Graduation” program. UEP strives to create academic opportunities for participants in the program in concert with community and corporate networking and support. The multifaceted components of the program promote scholarship, community service, and personal and professional development; through mentorship and internship as a conduit for the development of well-trained professionals.

Urban Experience Program Vision Statement- To be the premier student success and retention program on campus.

Urban Experience Program Mission Statement-We empower students with academic, personal and professional development resources that propels student’s success.



In the fall semester, UEP continued updating of programming, restructuring and revitalizing its core values. Six pillars came out of the reframing work (see above). The department serves an advocate and referral service to students for on and off campus resources. The mission of the Urban Experience Program (UEP) is to provide exceptional support and services to students who are potentially encumbered by a multiplicity of factors, such as, but not limited to unmet financial need, minority status, and/or limited parental/familial support. The majority of the UEP students are the first in their families to attend college and approximately 82% received the federal Pell Grant. UEP is also open to students without FASFA support, but who seek the community created through the program. UEP represents a dynamic mix of abilities, academic preparation, social, ethnic, national origin, regional, age and gender diversity. Our UEP culture is to work hard, work smart and work together.

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 counselor, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.**

Interim UEP Directors performed a self-assessment on the program structure and components of UEP. Previously the UEP office had approximately 10-12 Student Leader staff members, 1 Graduate Assistants, and 1 Office Coordinator and a Director. Within the existing structure each student worker had a specific job title that aligned with their expected duties.

These titles included:

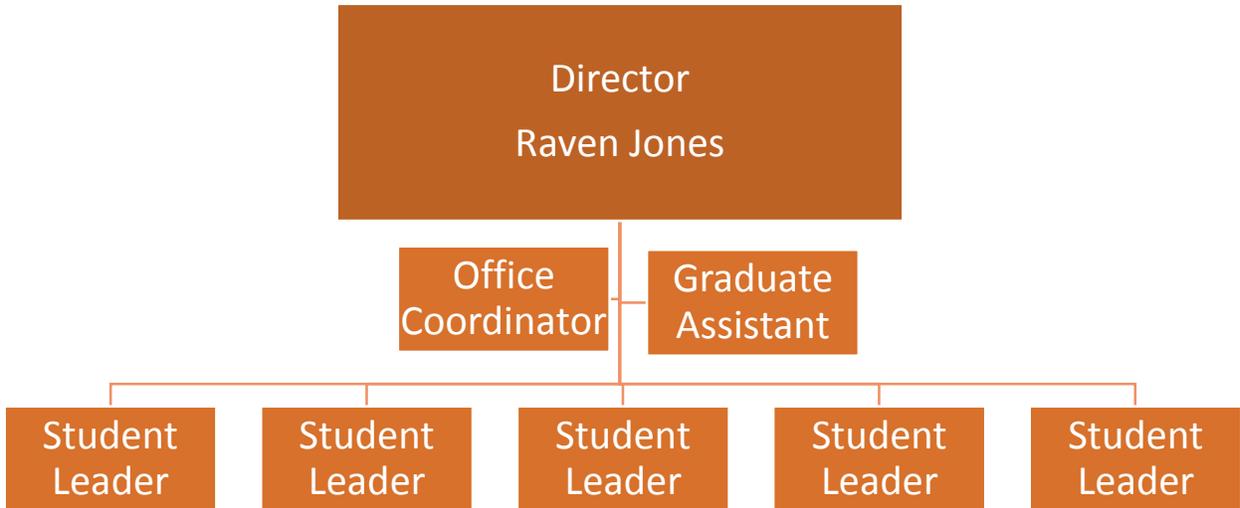
- a. Event Assistant
- b. Photography & Media Assistant
- c. Tech & Media Assistant
- d. New Student Recruitment Member
- e. Community Relations Assistant
- f. General Assistant
- g. Tutor

These past job titles were designed to be heavily administrative, with minimal relationship building with student participants. With the assigned duties, students were hired to be “specialist”, but often lacked the training and initiative to complete assigned responsibilities or complete task outside of their title. To bring some consistency to the position, interim directors realigned these expectations into one job title and description. UEP student workers are now “Student Leaders”. Moving forward student Leaders will be provided a group of UEP participants who they are responsible for, building relationships with and providing support for throughout the year.

Strategic scheduling of staff will allow more office resources to be available for UEP participants to use throughout the day. This will also provide balance when it comes to productivity throughout the day. Student leaders are trained on the interaction model, and the development of SMART goal action plans with UEP participants from the intake assessment results. Student staff training this year will include:

- a. Staff development education (throughout semester)
- b. Customer service
- c. Leadership training
- d. Problem solving
- e. Conflict mediation
- f. Strengths Quest
- g. How to utilize resources on campus

- h. How to program effectively using Learning outcomes
- i. Practice marketing techniques when tabling or speaking with groups
- j. Establish criteria for social media and newsletter distribution



The new student leader position provides UEP participants with more academic and social support. This organizational model will move UEP forward in the student success area.

3. List your unit’s strategic initiatives and action steps identified for the 2014-2015 academic year and cite the specific Division of Student Affairs Strategic Initiatives (http://www.uh.edu/dsa/about_student_affairs/strategic_plan.html) and University of Houston Strategic Goals (<http://www.uh.edu/president/vision-priorities/>) to which they relate. Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changed during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

The current Director’s review of the annual report, assessments has produced a listing of the following activities along with the subsequent status update. Within each of these goals are housed smaller goals. These goals represented the overall advancement of the UEP pillars. The following accomplishments can be reported along with additional items currently in the works as this report is being submitted:

- a. **Goal 1:** Program Enrollment/Membership - Identify, recruit, and retain students in UEP. (DSAES: 1.a, 1.b, 1.d, 1.e, 1.f)

Objective #1: Emphasize the importance of community by creating opportunities wherein UEP active members as well as general members have an opportunity to grow with each other and the greater UH community.

Status: Completed

1. UEP has provided group learning experiences for UEP members on a monthly basis. Monthly attendance to newly initiated general meetings increased by 10%. While group tutoring sessions increased to once every other week-5 students to 16. Each UEP active student in enrolled is in one -two on campus organizations.
2. UEP held member social events so that students get to know each other more and have volunteered at events on a regular basis together. UEP collaborated one event a month with partners and UEP sponsored one pillar program a month for a total of 20 programs.

Objective #2: Increase student involvement in Urban Experience Program

Status: Completed

1. UEP has increased awareness of the Urban Experience Program promoting the organization at other events on campus for a total of 18.
2. UEP has engaged student leaders to have better event planning. Our Frontier Fiesta event was student led event planning with over 152 student in attendance.

- b. **Goal 2:** Academic Support Programs - Create a greater/stronger variety of academic opportunities through enhanced services from UEP. (DSAES: 1.b, 1.c, 1.e, 4.a,4.c, 6.a)

Objective #1: Increase quality programming offerings

Status: Completed

1. Evaluate and execute effective events that offer students value academically, personally, and professionally. Communicate effectively with all areas (co-sponsoring organizations, facilities, UHDPS, food service, etc.) involved in the event. We delivered 20 programs for 2014-2015 (this includes UEP pillar programs, co-sponsored programs and events for student or departments-
 - a. 394 students (152 Live at Five, 49 Seasonal Soiree, 47 Poetry Contest, 65 Financial Seminar, 27 Madden Tournament, 32 Gobble Goodies, 15 Bowling Night, OneGoal Conference participation 12).
2. Attend and collaborate with other organizations on campus to better understand the student body for a total of 18 programs.
3. Speak with student leaders at other institutions by attending professional conferences, and try to implement successful program ideas they have done on our own campus.

- c. **Goal 3:** Policies and Procedures - Implement a variety of protocol and initiatives that support the development of a comprehensive academic and financial assistance program. (DSAES: 2.a., 2.b, 2.c, 4.a, 4.c, 6.a)

Objective #1: Establish effective policies and procedures for student financial assistance that align with UEP mission and foster academic achievement.

Status: Completed

1. Rewrite Educational Equity and Leadership Advancement Award (EELAA) grant and Good Citizenship grant requirements for eligibility.
Established hard and soft deadline for students to turn in applications and supporting materials. The realignment of the UEP granting process involved an internal audit, after which the Director of UEP consulted UH Scholarship and Financial Aid (SFA) department, and the Business Services department to create a protocol that adheres to SFA procedures and guidelines. In addition, we are now able to offer 10 more scholarships a year. A travel grant was also instituted to help students travel to conferences, study abroad, etc.

- d. **Goal 4:** Communication and Marketing - Enhance marketing strategies and produce materials according to the UH branding standards to create a UEP brand image that aligns with mission of UEP. (DSAES: 5.a, 5.b, 5.c)

Objective #1: Execute effective marketing strategies for enrollment and membership.

Status: Completed

1. Increase the marketing of UEP services to target market and/or reestablish target student population of membership by 20%.
2. Enhance marketing strategies and produce materials according to the UEP Marketing Timeline.
3. Increase face-to-face marketing strategies: personally passing out handbills and flyers to keep the UH campus informed of UEP events. UEP student leader street team passed out over 2,000 handbills/brochures for 2014-2015 school year.
4. Maintain a consistent brand image for the Urban Experience Program, and ensure that the UEP logo/statement is included in all marketing materials.
5. Design innovative and eye-catching promotional items with the Urban
6. Experience Program logo/statement to give away at different events throughout the year.
7. Increase all social media--the UEP website, Facebook and Twitter accounts by promoting upcoming events. Regularly evaluate the website and social media to make sure it is offering useful information.

- e. **Goal 5:** Programming, partners, and pipeline--Create summer programming, a high school feeder pipeline, and powerful partnerships that align with the UEP mission and values.

1. **Summer Bridge**--With a \$30,000 grant from United Way, UEP in partnership with Genesys Works, and OneGoal sponsored first ever DSAES--Student success Summer Bridge Program this past summer for incoming freshman.

2. **Pipeline**-UEP is committed to helping students from college ready to career ready. UEP most recent efforts is establishing a feeder/pipeline program for incoming freshman. At this time UEP has joined the UFCS (United for College Success Coalition) to increase persistence rates of college students. The partnership/pipeline has provided UEP with well over 10 high schools as feeders into UEP. Students from these high schools will be engaged in the UEP interaction model when attending UH.
3. **The Dream.US Scholars Orientation**-Started by Vice President of Student Affairs and Enrollment Services, Dr. Richard Walker, provides college up to \$25,000 scholarships to highly motivated DREAMers (undocumented/DACA) students who, without financial aid, cannot afford a college education that will enable them to participate in the American workforce. Because of high involvement and engagement numbers the first year, UEP/UH was asked to hold first ever Scholars Orientation on campus, that was broadcasted live to national partners.
4. **Foster Care**- In March of this year, UEP was designated the official campus liaison for students who were ward of the state, orphan, or former foster care. We are currently expanding services to this population.

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/ or action steps and their importance as compared to others that you might pursue. Where data exist, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

Many of the programs and initiatives from UEP are based on a students' academic, civic, and professional skills, education, and success. Therefore, it is important that the focus of how UEP identifies success is through learning outcomes. Moving forward all UEP programs will be grounded in our learning outcomes and student success:

Utilizations Reports

- a. **Frequency** – In moving UEP to its new location, we are recording and maintaining daily and ongoing tracking of visitors served in and through the office. An event analysis and debriefing is conducted after each social function, program and tabling event.
- b. **Numbers** for 2014-2015: (Numbers include all those served, walk-ins to our office, outreach, and attendees at programs; includes repeat visitors each time they visit).
 - i. **Enrollment:** UEP has an increased of overall enrollment to 321 students and active membership to 200 students: exceeded goal of increasing active enrollment by 10% per semester. UEP fall 2014 start was less than 20 students.
 - ii. **Student Programming**-We delivered 20 programs for 2014-2015 (this includes UEP pillar programs, co-sponsored programs and events for student or departments-394 students (152 Live at Five, 49 Seasonal Soiree, 47 Poetry

- Contest, 65 Financial Seminar, 27 Madden Tournament, 32 Gobble Goodies, 15 Bowling Night, OneGoal Conference participation 12).
- iii. **Tabling:** twice a month-UEP switched to scheduling appts on site which increased student attendance at intake assessment/meeting.
- iv. **Newsletter-**We have over 771 UEP people receiving our newsletter announcements and increase from 200 receiving newsletter in previous year.
- v. **Outreach** -UEP is excited about our outreach/programming numbers!

	FY 13-14*	FY 15
<i>Enrolled Students</i>	113	309
<i>UEP Pillar Programs</i>		
(Frontier Fiesta, Financial Seminar, Academic Workshops, Civic/Leadership, Freshman Programming)	102	576
<i>Outreach and Events</i>		
Workshops/Trainings	102	492
Tabling/Informational & Events	Not available	634
<i>Walk-In/Advising/Assessment</i>		
Walk Ins/Appointments	Not available	581
Contacts	2307	2100
Total TouchPoints	2624	4692

*This information was retrieved from previous FY annual report.

- c. **Trends** – There was a significant increase active participation and enrollment from previous semesters to spring 2015; this may be contributed to the new marketing/communication plan, increased campus outreach, and new Director in the fall 2014, and new student leader street team. The number of pillar programs increased from previous years from 5 programs to over 20 programs under new leadership. UEP has also established a foundational data of utilization reporting, office protocols, and other reporting; this will facilitate analysis of programs and data collection.
- d. **Outreach efforts/programs** including frequency and attendance numbers
 - i. Multiple tabling events on educational and outreach topics reached 634 students.
 - ii. Hosted over 252 + high school-ers for recruitment and UH awareness events from two visits a month.
 - iii. 12 UEP student leaders were invited to participate in the OneGoal conference held at Rice University which was attended by over 200 junior and seniors

from area high schools. The focus of the conference was to help underrepresented students obtain fast track/real world information about college. UEP student leaders conducted follow-up sessions with students after the conference to further engage students.

Assessment Projects

Title or area assessed: ELAA Review/Audit

Major results/findings: The UEP office conducted document and policy reviews—the purpose was to evaluate UEP policy and procedures to align with UEP mission of fostering academic achievement. The review of program documents revealed a difference between formal statements of program purpose and the actual program implementation. The review was important to determine that indeed a difference exists and to clarify the program intent before moving forward with other UEP program evaluations.

Planned actions based on assessment results/findings: UEP has thoroughly changed the policy and procedure in the UEP office. The realignment of the UEP granting process involved an internal audit, after which the Director of UEP consulted UH Scholarship and Financial Aid (SFA) department, and the Business Services department to create a protocol that adheres to SFA procedures and guidelines. In addition, we are now able to offer 10 more scholarships a year. A travel grant was also instituted to help students travel to conferences, study abroad, etc.

1) UEP is moving towards paperless office in advisor roles. UEP staff has been trained on advising modules in PeopleSoft. 2) ELAA grant has been structurally revamped to Empowerment and Encouragement, Travel Grants

Title or area assessed: Intake Assessment

Major results/findings: Students come into the UEP office for a variety of reasons. As of yet, no one reason is mostly predominate over other reasons.

Planned actions based on assessment results/findings: UEP will change program offerings if the intake assessment begins to directly reflect more what students need. For now only learning outcomes for the program participants will be added more regularly.

The means of evaluating departmental objectives include student focus groups and programming surveys. The results of these analyses served the evaluation and planning functions for Urban Experience Program.

5. Please discuss any budget or organizational changes experienced since your last (FY2016) 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 FY 2015 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.

In consultation with Business Services, the Director of UEP realigned actual cost center to enhance accurately reporting. Additionally, student leader positions were realigned as described earlier for greater impact on program. The number of current student leaders was temporarily reduced due to budget concerns and more student leaders from work study were hired to have less impact on budget.

- **Student Workers**

Throughout FY 2015, the UEP staff went from 10 student worker staff to 5 UEP student staff. These positions remained vacant throughout the FY 2015 fiscal year and appropriate changes had to be made to sustain center operations and programs. In addition these positions were redefined based on the current Director strategically moving the program forward in a new direction. (DSA Strategy: 1.e, 1.f, 2.b, 2.c)

- **Redefining Line Items**

Based on the past SFAC recommendations the current Director and consultation with department DBA has changed a budget line item to reflect the current focus of marketing, communication, and promotion of UEP to the greater UH population. Historically, the total cost of the marketing and communication have been low. The addition of a marketing budget will permit UEP to increase its presence on campus. (DSA Strategy: 2.b, 4.c, 5.a. 5.c)

- **Rationale for FY 2016 SFAC Funding Request:**

Last year, SFAC provided UEP with one time funding for a graduate assistant so that we could stop paying for the graduate assistant (GA) out of the \$50,000 provided to UEP through Central Funding which has been historically identified for scholarships/grants.

FY16 SFAC provided One-time funding request for the GA position and for this year UEP is requesting a Base Augmentation to make this change permanent to our SFAC budget.

The UEP budget consists is 85% non-controllable/dedicated expenses (personnel, administrative charges, etc.) and 15% to controllable/assignable operational expenses (departmental budgets, initiatives, travel, elections, etc.). There has been no significant change in the operational (controllable) part of its base budget since FY 07.

In preparation for this year's SFAC proposal, UEP is requesting a base augmentation (FY17) for the GA position and one time funding (FY16) for expanded programming. The following information supports these requests:

- **Base Augmentation Request: Graduate Assistant (\$21,751.00)**

Historically, the total cost of the graduate assistant for the Urban Experience Program has come out of the \$50,000 provided to UEP for grants (aka, scholarships). Moving the expense of the graduate assistant to the operations of the program will permit UEP to provide increase both the number of grants but also the dollar value of the grants to deserving students from the program. The maximum dollar amount in recent years allocated through the grant program was only \$23,000. The remaining funds were used to subsidize the graduate assistant position.

The total estimated cost for funding the Graduate Assistant is as follows:

Graduate Assistant estimated salary:.....	\$14,400.00
Graduate Assistant estimated benefits:	\$4,320.00
Graduate Assistant estimated insurance benefits:	\$1,800.00
Total:	20,520.00
 Base Augmentation Subtotal	 \$20,520.00
6% UH Administrative Charge.....	\$1,231.00
Total Base Augmentation Request Grand (Net) Total.....	\$21,751.00

- **FY16 One-Time Request: UEP Expanded Programming (\$21,000.00)**

An integral part of Urban Experience Program has been its pillar programs. Due to increase numbers of students (from less than 20 to over 250 active students), UEP is seeking funds to enhance its program offerings. As an institution concerned with increasing the involvement of all students, particularly those underrepresented UEP would host events twice a month, that appeal to a broader range of students.

Each UEP event will have the following:

- Unique advertising with separate themes and activities.
- Planned around what a certain population of student would get involved in.
- Held in either the Lynn Eusan Park or the University Center.
- Planned collaboratively with registered student organizations, colleges, and departments to attract diverse student populations

Students that are interested in hosting events will be recruited to be a volunteer that will assist the Urban Experience Program with setting up and hosting the themed events. Student volunteers will receive a t-shirt and thanks.

Events will be advertised in the following ways:

- Classroom announcements
- Electronic bulletin boards and the Get Involved website
- Coog Radio and Coog News
- Paper advertising – handbills, flyers, A-frames
- Ads in The Daily Cougar
- Facebook, social media advertising, and UEP website

This request supports the following Strategic Initiatives and Action Steps:

DSAES Strategic Initiative #1: Create new opportunities for student success through learning, engagement, and discovery.

Action Step: Establish supportive and advocacy based programs and services for commuter, transfer, adult, non-traditional and graduate students.

Funding Request

Each event will have the following:

Engagement Activity	\$ 250.00
Food	\$ 600.00
Marketing	\$ 500.00
6% Administrative Charge.	<u>\$ 150.00</u>
<i>Total Per Event:</i>	\$ 1,500.00

Total One Time (OT) funding request:

Two events per month (Sept, Oct, Nov, Jan, Feb, March, April):

\$1,500.00 per event X 2 events per month X 7 months \$21,000.00

As the numbers above indicate, the Urban Experience Program budget is very non-controllable and does not allow the organization to operationally serve a growing more diverse student body. These two requests for enhanced financial support is directly correlated to the growth in UEP initiatives and the number of students served by UEP.

6. Please list your 2016-2017 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs Strategic Initiatives and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

1. Improve technology to better meet the needs of the students. 2e
2. We will increase the number of program offerings by one more a month.
 - a. Increase the efficiency of the office operations.

- ii. Create advisory board for foster care initiatives by the end of 2015.
 - iii. Create and implement a retreat for all professional and staff employees of the UEP by the end of 2016 school year. 2c
 - iv. Increase outreach to student organizations. 1c
 - v. Increase academic workshops/consultations offered. 1c
 - vi. Enhance Student Success Coach Program that will include collaboration with CSI's Ignite Program to begin in FY17. 1b
3. Increase support services to a wider range of student populations and build more visibility on/off campus through increased campus collaboration and off campus partnerships.
- i. Student Education Program: Do outreach to fraternities and sororities, student orgs, residential hall, etc. to do first generation, underrepresented students per year. 1d
 - ii. Refine the foster care program to include programming, financial support, and psycho-social support. 1b
 - iii. Refine the undocumented/DACA program. 1b
4. Develop and implement marketing campaign assessment.

7. 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.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.

Donations

UEP worked with the new Director of Advancement in the Division of Student Affairs and Enrollment Services, as well Corporate Relations department on identifying specific programs and services which could be possibly underwritten by a gift or corporate partner. While the division is developing its first set of priorities for the current fiscal year, UEP has submitted case statements for eventual support with outside funding. A private donor generously gave UEP \$10,000 to enhance office operations and for Houston Food Bank. The Houston Food Bank donation is to help students who suffer from food insecurity.

Grant Applications

UEP has secured small contributions in the past. The Division of Student Affairs has implemented a centralized fundraising effort in conjunction with UH Advancement. UEP will begin working with the UH Advancement in identifying other grants and opportunities for fundraising.

UEP secured a onetime grant through the United Way that fully funded this past year's summer bridge program. All the funds for this grant have been exhausted during the summer.

8. Please describe any services that are similar to yours and/or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

The Urban Experience Program, the Challenger Program, the Center for Mexican American Studies has Academic Achievers program, the Engineering PROMES program are all student success programs that share common values of a helping to secure commitment to higher education for historically underserved populations.

While we appear similar in scope the focus of the programs differ in the following ways:

1. Academic Achievers Program- serves Latino/Hispanic population, has once a year entry, and is centered in the Center for Mexican American Studies.
2. Challenger-is a government sponsored program that serves students from Upward Bound, and Project Grad with once a year entry.
3. PROMES-serves engineering students and provides services based on this particular major.

UEP serves all students, in every major, all year around. Students are welcome to join anytime during their academic career. We also provide services to students who have aged out of foster care, international students, and undocumented students. We collaborate with Center for Diversity and Inclusion, Residential Life, Graduate School of Social Work, and numerous amount of off campus community based organizations.

The programs listed traditionally have also included students who may have limited financial resources. The programs have not had a strong historical relationship of working together or collaborating, but efforts are being made to bridge such efforts. Unlike other programs, UEP serves all students of all major and disciplines. Each program has slightly different criteria and a set of expectations for members, but share a common outcome of student success, persistence and graduation. The sharing of ideas and best practices will provide greater access to education, support services, programs and activities, and possible financial resources to benefit student success.