Student Fees Advisory Committee (SFAC)

PROGRAM QUESTIONNAIRE FOR FY25

Center for Student Empowerment

Question 1: Executive Summary

Center for Student Empowerment

Mission Statement: The Mission of the Center for Student Empowerment (CSE) is to empower students with academic, personal, and professional development resources that propels student success.

The Center for Student Empowerment achieves its mission by providing each participant with seamless, personalized support through an integrated approach, from admissions to graduation. This integrated approach bridges students' academic and financial realities, and focuses on retention, graduation in four years, and post-graduation success. Program components include the following high impact activities:

- First Generation student support
- Summer Bridge;
- Faculty and peer mentoring;
- First-year experience seminar;
- Opportunities for student leadership roles, on-campus student employment, internships, community engagement, and outdoor adventure experiences;
- Graduation preparation seminar;
- Advising and Consultations
- Student Success Workshops

The Center for Student Empowerment supports the University of Houston initiative to propel student success through the use of structured, individualized educational plans for each student based on the student's unique characteristics including career aspirations, nonacademic commitments, expected academic engagement, and financial need.

Center for Student Empowerment is an integral part of the Division of Student Affairs seeks to "champion exceptional opportunities and services to support all UH students," (DSA Strategic Initiative Student Success) and "forge and strengthen partnerships to expand our reach into the university and greater community (DSA Partnerships). To keep pace with the growth of our student population, we are requesting some additional FY25 one-time funds to continue to improve and create programs and services that will assist in "create and foster a cohesive division identity, culture, and community" (DSA Division Cohesion).

CSE would like to thank SFAC for its continued support of our department and our students. CSE serves as the primary UH point of contact for many underserved student groups including: first generation students, the underserved students, and foster care. CSE assists students in having the ability to compete at the same level as others in a professional environment while ensuring that each of the many voices that make up our UH community finds its way into our global community.

Question #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, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.
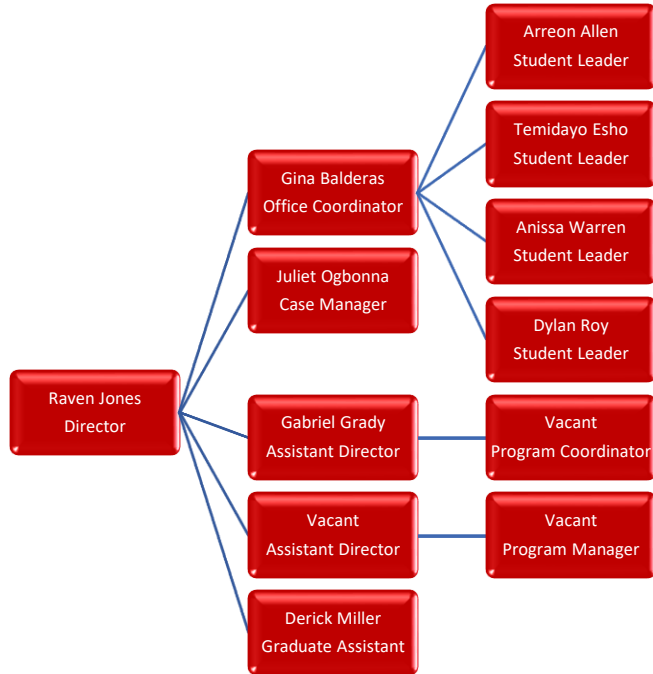
Question #3
If your unit falls under the Division of student Affairs, list your unit's strategic initiatives and action steps identified for the 2022 – 2023 academic year and cite the specific Division of Student Affairs (DSA) Strategic Initiatives and University of Houston Strategic Goals to which they can relate (links below). If your unit does not fall under the division of student affairs, explain, in detail, the strategic plan your unit operated under. Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/ action step changes 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.

<u>**CSE Strategic Initiative #1:**</u> **Facilitate student development and learning through student success workshops, and new outreach efforts to targeted student populations (first generation, DACA/undocumented, foster care, low income).**

Status: Completed
- Action Step 1: Conducted First Generation Freshman/Transfer Orientation Session
  Action Step 2: Hosted Dreamers Orientation- August.
- Action Step 3: Hosted Fostering Success Day- July
- Action Step 4: Continue to track and utilize data from programming to enhance student retention (Orientation First Generation Session, Parent Receptions, Summer Tabling).
- Action Step 5: Our Las Comadres Mentoring Program helped students who identify as first generation Latina students acclimate to college, gain community/cultural support and learn about campus resources.

UH Goal: Student Success
DSA Student Success: Champion exceptional opportunities and services to support all UH students.
DSA Partnerships: Forge and strengthen partnerships to expand our reach into the university and greater community.

<u>**CSE Strategic Initiative #2:**</u> **Create a greater variety of student involvement opportunities through enhanced services first generation, DACA/undocumented, foster care, low income).**

Status: Completed
- Action Step 1: DREAMERS + Speak Series-Dream Mixer, Lunch and Chat
- Action Step 2: DreamZone Ally Training
UH Goal: Student Success

DSA Student Success: Champion exceptional opportunities and services to support all UH students.

CSE Strategic Initiative #3: Create a living learning community for former foster care and transitional students

Status: Completed

- Action Step 1: Diamond Family Scholars participated in off campus Career Day- HAY Center
- Action Step 2: Hosted Annual Fostering Success Day

UH Goal: Student Success
DSA Strategic Initiative Student Success: Champion exceptional opportunities and services to support all UH students.
DSA Strategic Initiative Resources: Evaluate, actively pursue, and leverage resources to enhance the UH experience.
DSA Strategic Initiative Partnerships: Forge and strengthen partnerships to expand our reach into the university and greater community.

.

CSE Strategic Initiative # 4: Collaborations and Partnerships – Establish relationships with new on and off campus organizations to serve as a liaison between underrepresented populations on campus and the campus administration (DSA: Collaboration, Diversity)

Status: Completed
- Action Step 1: Partnership with the HAY Center and Child Advocates of FortBend to host student and case managers on campus.
- Action Step 2: Revitalized and strengthened K12 partnerships-Senior signing Day participation.

UH Goal: Student Success
DSA Strategic Initiative Student Success: Champion exceptional opportunities and services to support all UH students.
DSA Strategic Initiative Resources: Evaluate, actively pursue, and leverage resources to enhance the UH experience.
DSA Strategic Initiative Partnerships: Forge and strengthen partnerships to expand our reach into the university and greater community.

Question #4

Please list your 2024-2025 strategic initiatives and action steps in priority order and if operating under the DSA, cite the specific Division of Student Affairs Values and University of Houston Strategies Goals to which they relate. If your unit does not operate under the DSA, reference the strategic plan your unit operates under. Larger units may wish to group responses by subprograms. 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.

  i.   **Articulate how KPIs are tracked and how/when your unit utilizes them to measure progress towards your goals. Are there any deficiencies in your ability to measure your KPIs? If so, explain why.**

 ii.   **Identify the milestones laid out on the path to achieving the long-term goals you have laid out. How do these milestones contribute to your unit's ability to hold itself accountable to the long-term goals?**

iii.   **In your response, identify who (besides the department director) is responsible for each milestone in the plan and for measuring each KPI you have identified.**

The Strategic priorities for the Center for Student Empowerment (CSE) are as follows:

- **UH Strategic Plan Goal 1: Student Success**

- KPI Measurement:
    - Increased student engagement of our pillar program offerings
    - Increased engagement from students at UH Sugar Land and UH Katy campuses
    - Increase retention of CSE first time in college (FTIC) students in our pillar programs
    - Increase the retention rate of Pell Eligible/low income and first generation students

- **UH Strategic Plan Goal 3: Social Responsibility**

- KPI Measurement:
    - Number of students and student hours volunteering in the community
    - CSE staffed participate in DSA volunteering and are encouraged to do so additionally, CSE will work closely with AVP to track these hours in the future
    - Increase mentoring programs with our local community through partnerships

- **UH Strategic Plan Goal 4: Nationally Relevant Athletics:**

- KPI Measurement:
    - Number of student-athletes utilizing DSA services each semester

- **UH Strategic Plan Goal 5: Competitive Funding:**

- KPI Measurement:
    - Increased grants/donations to CSE
    - Increased offering of scholarship to students

Question #5

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 and/or unique students 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. If your unit holds events, please provide revenue sources breakdown of each revenue stream including but not limited to the number of:

   i.   Tickets sold/number of attendees recorded
  ii.   Merchandise
 iii.   Concessions sold/distributed
 iv.   Revenue generated from these sales

The success of Center for Student Empowerment is evaluated through:
- Student retention rates
- Campus contacts and utilization
- Program, training, and workshop evaluations

CSE by The Numbers (Utilizations) – Moving Forward CSE has kept 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.

*(decrease due to large # of cohort graduates)

	FY 13-14*	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY22	FY 23
Registered Students (Enrollment)	*113*	*309*	*388*	*322 (decrease due to large # of cohort graduates)*	*449*	*691*	*627*	*564 (decrease due to large # of cohort graduates*	*536*	*619*

								and COVID)		
CSE Pillar Programs										
(Frontier Fiesta , Financial Seminar, Academic Workshops, Civic/Leadership, Freshman Programming, Fall Open House, Gobble Goodies)	102	576	798	929	1,001	419	141	130	45	649
Outreach and Events										
Workshops/Trainings	102	492	254	363	437	185	130	35	NA	210
Tabling/Informational & Events	Not available	634	559	1,123	1,033	158	145	21	387	741
Walk-In/Advising/Contacts										
Walk Ins/Appointments	Not available	581	675	832	3,101	1,318	623	564	387	779
Contacts	2,307	2,100	2,454	3,189	2,941	4,100	2,361	867	387	1,155
Total Touch Points	**2,624**	**4,692**	**4,740**	**6,441**	**8,527**	**6,180**	**4,027**	**2,181**	**923**	**3,870**

Marketing Outreach Efforts:

Marketing Metrics	FY 14*	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY22	FY23
Number of CSE website views	8,464	8,225	8,989	21,541	6,292	34,674	21,426	22,611	17,977	19,384
Facebook "likes"	32	44	75	125	138	169	182	213	NA*	NA
Twitter "followers"	89	219	401	593	718	760	769	741	738	717
Instagram "followers"	50	80	103	195	264	372	460	509	670	1192

Question #6
If you unit concluded FY2023 with a Fund 3 addition to the Fund Equity in excess of $5,000, please describe the conditions which caused the addition and provide a line-item identification of the budgetary source(s) of the addition (i.e. lapsed salary, conference travel, etc.).

Center for Student Empowerment had fund equity in the amount of *$90,000 returned to SFAC with salary savings and benefit for the Case Manager position.*

Question #7
Recognizing that the potential to generate additional Student Service Fee income for FY2025 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5.0% in your total FY2025 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.

At CSE, we are committed to outreach and service that extend our human talent and technological capacity to serve the people in our diverse communities-first generation, minorities, DACA/undocumented, and foster care/students. Providing for these underserved populations will be central to the decisions on how CSE will respond and adapt to reduced funding support. Below are the strategies that CSE will use to guide the development of budget reduction plans of 5%.

5% Reduction of CSE SFAC budget $14,309.00
- Reduce Room Rental Reduction: $6,000

- Reduce Office Supplies Reduction: $4,000

- Limit out-of-state travel; limit conference attendance; limit professional development spending. Reduction: $4300

Total: **$14,309.00 (5% reduction)**

Question #8
Please discuss any budget or organizational changes experienced since your last (FY2024) 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.

Organizational Changes

First Gen Initiatives: The Center for Student Empowerment will expand programs and services, focusing on academic access, leadership development, summer bridge programs, student success coaching and various mentorship programs. Expanded first generation supports and programs will also be offered. These terrific new programs will be open to all students.

Staff Shortage: In the October 2021 and throughout Spring 2022 CSE had 2 positions vacant. Program Coordinator and Assistant Director. The professional expertise as coupled with the loss of program and student support was keenly felt in our office and service delivery throughout the Spring 2022. The positions were filled during the summer of 2022.

Student population increase: CSE received over 600+ applications to Join CSE from Spring 2023 & Summer 2023. Due to the increase in supporting students with mental health and trauma concerns as well as providing support, and the growth once the name changed in Spring 2022, it is vital that CSE continue to expand program offerings.

Student Population
Growing DACA/Undocumented Population: CSE was designated in the Fall of 2018 as the best department to administer the scholarship fund Dream.US, this scholarship has grown to serve more than 450 students on campus. We are thankful to SFAC for supporting the outreach and programming needed for the scholarship. We hope that SFAC will continue to support this initiative in the future.

Unfunded State Mandate Foster Care Program: There is a TX House Bill 3748 and SB 294 states UH needs to identify a department that serves as a campus liaison and Dr. Walker named CSE. CSE was designated as the foster care liaison office in FY 16 CSE and in turn CSE created a new student success initiative for students who formerly were foster care and/or adopted. In FY 17 CSE enhanced those efforts, and expanded support and programming for foster care, and now homeless students at UH. This program provides a campus-wide network of support to assist students who grew up in the foster care system achieve educational success by focusing on recruitment, retention, and graduation. Students who identify as orphan, ward of the state, former foster youth, unaccompanied minor, and/or experienced homelessness has increased to over 325 students as of Spring 2023.

Question #9
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.

     i.   **If applicable, what can be done to increase donations, sponsorship sales, and other revenue streams? Please answer each separately.**

Currently, the Center for Student Empowerment receives its primary funding from the Student Fee Advisory Committee from student service fee dollars. Center for Student Empowerment is working with the Division of Student Affairs and University Advancement to identify development funding sources to support academic success, first generation and foster care and transitional students.

To increase donations and funding, CSE can engage alumni and donors to contribute to departmental initiatives or create more scholarships. Additionally, CSE can partner with other departments or institutions on grant applications, allowing for larger and more impactful projects.

Question #10
Does your unit generate revenue? (Please do not address donations in this question) If your unit does not generate revenue, respond "not applicable. If so:

    i.   **Provide your unit's P&L statement for the current fiscal year and trailing five-years showing all revenue streams for your unit.**
    ii.   **Provide line-item data for each revenue stream.**
    iii.   **For each revenue stream, provide an explanation of the nature of the revenue and briefly articulate the successes and failures for each line item.**

NOT APPLICABLE

Question #11
Does your unit raises money from donors and sponsors? If your unit does not receive donations or sponsorships, respond "not applicable." If so:
   i.   **Identify key staff members responsible for development and seeking sponsorships.**

   ii. **Provide financials for the current fiscal year, as well as the trailing five fiscal years including:**
       1. **An analysis of your development activities. Include a breakdown of the nominal quantity of donors donating $20m+, $10m+, $5m+ $1m+, $500k+, $100k+, $50k+, $25k+, $10k+, $5k+, $1k+, $100+. Provide this both in terms of lifetime contributions and annual contributions.**
       2. **An analysis of your sponsorship activities. Include a breakdown of total sponsorship dollars and identify your top twenty-five (25) sponsorship deals.**

The Director of CSE is responsible for development and seeking sponsorships. Additionally, the DSA has a development officer actively seeks funding opportunities.

Division of Student Affairs								
Gift/Donations FY19-FY24								
Sum of Actuals		Budget Ref						
DeptID	Dept Description	BP2019	BP2020	BP2021	BP2022	BP2023	BP2024	Grand Total
H0206	Center for Student Empowerment	(300,656.12)	(266,039.64)	(118,340.45)	(230,961.68)	(6,341.46)	(150.69)	(922,490.04)

In the 5 trailing years-from 2019 to 2023 reflected in the first three columns are from a private individual donor whose programmatic support gift ended before BP2022. In 2022, With the support of a University Advancement Development Officer, in BP2022 CSE received 2 (two) $25,000 endowed scholarship with $1,000 operating awards from private individual donors. With the assistance of the same University Advancement Development Officer CSE was able additionally secure a $150,000 operating scholarship from a major corporation to be awarded over the next 5-years to students in need. Latin Women's Initiatives Grant of $15,000 supported our Las Comadres programming and research. The remaining funding for that year was for the emergency fund to support students who were in foster care. The following year, the previous mention University Advancement Development Officer move to another unit on campus, The absence of this full time staff support was keenly felt and there was a gap in support for CSE from advancement and the office of Foundation Relations.
This past year, though 2 more proposals for scholarship and operating support were solicited we did not receive in new dollars that we applied for. We did receive any substantial funds in the FY 23 budget cycle.

Question #12

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.

At University of Houston, we have a decentralized hybrid model for student success programs. Having multiple resources for student success can benefit students and CSE serves all students of all majors, every student has access to CSE for assistance CSE is currently one of six student success departments on campus, but the only one in the Division of Student Affairs.
While there is some overlap between the services that the CSE offers to first generation students; there are no other departments on campus that offer programs and services for all students regardless of major, summer programming for underrepresented students, foster care students programming, scholarships for students from different academic standings.

CSE has and will actively continue to collaborate with such units as Student Housing and Residential Life, Dean of Students Office, LAUNCH, and many academic departments and student organizations. This past year, CSE has expanded partnerships with several new offices, including: several academic departments (HONORS, Graduate Studies, and African American Studies). Outside of our work with other student success programs, CSE does collaborate with multiple units within the Division of Student Affairs and across the entire university. The message of holistic students' success should be pervasive throughout campus, and we realize that our campus partners are critical to our endeavors.

Question #13

What percentage of department M&O is allocated to marketing?
   i.   **Please detail your comprehensive marketing strategy towards the student body including metrics used to measure the effectiveness of the marketing strategy.**
   ii. **How much revenue is allocated towards the marketing strategy?**

For FY23, M&O budget was 35,397.00, with 20% or less allocated toward marketing strategy.

(See: Sample marketing communication plan below)

Overall Goals

1. Establish effective communication and marketing practices within office for internal and external outreach.

2. Strengthen relations with University Marketing, DSA Marketing Team, Communication and Media Relations to expand outreach for student success and recruitment.
3. Develop more impactful content across all digital platforms.
    a. Website: https://uh.edu/cse/
    b. Social Media:
        i. Twitter @UH_CSE
        ii. Instagram @UH_CSE
4. Create a distinguishable identity for the Center for Student Empowerment for prospective students, faculty, staff, and student perceptions of program, and enhance awareness on campus.

Goal 1: <u>Establish effective communication and marketing practices within office for internal and external outreach.</u>

<u>Key Performance Indicators (KPIs):</u>
A. Increase followers on Instagram by ≥30% by December 31st, 2023.
B. Increase followers on Twitter by ≥5% by December 31st, 2023.

<u>Objectives</u>
- Develop incentivized posts and programming to support social media growth and diverse outreach.
- Appoint a Marketing Assistant for BOTH accounts.
- Create more printed pieces to direct students to social media pages.
- Encourage Student workers, and all CSE staff to use social media on any event with students.

Goal 2: <u>Strengthen relations with University Marketing, DSA Marketing Team Communication and Media Relations to expand outreach for student success and recruitment</u>

<u>Key Performance Indicators (KPIs):</u>
A. Grow CSE social media page shares and likes by > 25% by December 31st, 2023.
B. Promote at least five CSE events and resources on monthly newsletter and display screens from external sources by December 31st, 2023.

<u>Objectives</u>
- Develop fully detailed Social Media Content Calendar for campaigns in advance.
- Increase visibility and awareness of CSE on campus

Goal 3: <u>Enhance quality of posts across all social media platforms.</u>

Key Performance Indicators (KPIs):

    A. Double the amount of photographs, video clips and originally designed graphics by December 31st, 2023.

Objectives

- Curate unique content related to CSE brand
  - EMPOWER Videos: short videos that feature past and present CSE students that highlight positive aspects of CSE
  - EMPOWER Newsletter: short stories with visuals written by Student Leaders that promote CSE activities
- Collaborate with DSA Marketing to design attractive videos and photos

Goal 4: Create a distinguishable identity for CSE.

Key Performance Indicators (KPIs):

    A. Gain a high rating of positive responses from followers regarding the CSE on Qulatrics survey by May 30, 2024.

Objectives

- EMPOWER Videos: short videos that feature past and present CSE students that highlight positive aspects of CSE
- EMPOWER Newsletter: short stories with visuals written by Student Leaders that promote CSE activities
- Encourage Student workers, and all CSE staff to use social media on any event with students.

ASSESSMENT PLAN

Goal 1: Establish effective communication and marketing practices within office for internal and external outreach.

Data Collection for KPIs	How	When	Who	Projected Use of Data Collected
Increase followers on Instagram by ≥30%	Develop incentivized programming and campaigns to boost social media following such as online	By December 31st, 2023	Program Coordinator	Conduct a semi-annual review to understand trends and follower numbers to

	giveaways or themes. Boost marketing through creation of more unique online and printed pieces. Information should also reach diverse groups of students by displaying information in both English and Spanish.			determine effectiveness of overall strategy.
Increase followers on Twitter by ≥5%	Develop incentivized programming to boost social media following such as online giveaways and themes.	By December 31st, 2023	Program Coordinator	Conduct a semi-annual review to understand trends and follower numbers to determine effectiveness of overall strategy.

Goal 2: Strengthen relations with University Marketing, DSA Marketing Team Communication and Media Relations to expand outreach for student success and recruitment

Data Collection for KPIs	How	When	Who	Projected Use of Data Collected
Grow CSE social media page shares and likes by > 25%	Develop fully detailed Social Media Content Calendar for campaigns in advance.	By December 31st, 2023.	Program Coordinator	The level of student engagement with media content developed content will provide insight to the need for future collaboration.
Increase visibility and awareness of CSE on campus	Promote CSE programming and social media posts via the UH Newsletter, digital display screens, and CSE Homepage.	By December 31st, 2023.	Program Coordinator	The level of student engagement with various media outlets will provide insight to the need for future collaboration.

Goal 3: Enhance quality of posts across all social media

Data Collection for KPIs	How	When	Who	Projected Use of Data Collected
Double the amount of photographs, video clips and originally designed graphics in the next year.	Curate unique content related to CSE brand. EMPOWER Videos: short videos that feature past and present CSE students that highlight positive aspects of CSE. EMPOWER Newsletter: short stories with visuals written by Student Leaders that promote CSE activities.	By December 31st, 2023	Program Coordinator	Compare engagement of media-rich content to basic text posts to determine effectiveness.

Goal 4: Create a distinguishable identity for CSE.

Data Collection for KPIs	How	When	Who	Projected Use of Data Collected
Gain a high rating of positive responses from followers regarding the CSE on Qualtrics survey by May 30, 2023.	Curate unique content related to CSE brand. Increase student awareness and engagement with brand mission. Develop Qualtrics Survey with assessment team to send to students.	By December 31st, 2023	Program Coordinator	Assess social media campaigns to measure effectiveness of marketing. Use data to plan future strategies.

Question #14

If any of your funding from the student service fee goes to your general operating fund, please detail where any student service fees you received went and what they were spent on as well as future intentions if granted. Otherwise please respond "not applicable".

<u>**NOT APPLICABLE**</u>

Question #15

How does your unit contribute to campus culture and improve the student experience? How is the effectiveness of these contributions measured by your unit if at all? What else can your unit do going forward to continue to improve your contribution to the student experience?
  i.   **Does your unit contribute to turning students into coogs for life?**

Yes, Center for Student Empowerment creates COOGS FOR LIFE! Center for Student Empowerment contributes to campus culture and is committed to improving the student experience in a myriad of ways:
- First Generation student support
- Summer Bridge;
- Faculty and peer mentoring;
- First-year experience seminar;
- Opportunities for student leadership roles, on-campus student employment, internships, community engagement, and outdoor adventure experiences;
- Graduation preparation seminar;
- Advising and Consultations
- Student Success Workshops

CSE connects with students from the very beginning of their student experience with summer bridge programming to the post graduation seminar to propel student success throughout their time at UH and beyond. CSE also connects its members to the Alumni organization prior to graduation to enhance engagement after college.

By actively participating in these initiatives, CSE can foster a campus culture that is inclusive, engaging, and focused on improving the overall student experience, enhancing both academic and personal development. No matter their background every student gets Real Help to succeed. We create Coogs for Life.