

DEAN OF STUDENTS

Your Student Success Advocates!

SFAC PROGRAM QUESTIONNAIRE RESPONSES FISCAL YEAR 2025

Submitted by:

Donell Young, J.D.

Associate Vice President for Student Affairs and Dean of Students

Jerrell Sherman, Ed.D.

Associate Dean of Students

Sara Jahansouz Wray, Ed.D.

Associate Dean of Students

October 2023

Question # 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.

Executive Summary of the UH Dean of Students Office

Mission: The Dean of Students Office at the University of Houston is dedicated to student success. We advocate for students in their personal and educational journey, promote a respectful and safe campus environment, and engage parents and family members as partners in the educational process.

Accomplishing Our Mission: Our unit fulfills its mission through a variety of key services and programs:

1. **Student Conduct:** We oversee the evaluation, investigation, and adjudication of alleged violations of the UH Student Code of Conduct, tailoring educational sanctions to students' developmental needs.
2. **Maxient Student Conduct Database:** Managing the UH conduct management software, Maxient, which is shared across various university departments and teams for a centralized student conduct database.
3. **CARE Team:** The UH Care Team provides a multidisciplinary group responsible for responding to behaviors that may pose a threat to the campus community.
4. **Freedom of Expression:** Overseeing the administrative application of UH's Freedom of Expression Policy to govern organized expressive activities on campus grounds.
5. **Academic Honesty Hearings:** Representing the university at college-level Academic Honesty Hearings and facilitating procedural interviews for waiving the right to a hearing.
6. **Parent and Family Programs:** Creating and overseeing communication and programmatic efforts for UH families, promoting family engagement and support.
7. **Commuter Student Services:** Developing initiatives to enhance commuter student success and engagement through programs like Commuter Assistants, Meet-Ups, Pop-Ups, and workshops.
8. **UH Student Handbook:** Publishing an annual electronic handbook that contains essential information on academic policies, financial policies, student life, and campus services.
9. **Student Advocacy Services:** Assisting all campus stakeholders in navigating the student experience, offering support for complex issues affecting students and approving Dean of Students Emergency Loans.
10. **Student Outreach and Support (SOS):** Providing referred students facing personal difficulties with access to care and support, collaborating with the campus, community, and partners to identify and address crises that impact academic, personal, and social stability.

Justification of Student Fee Allocation: The allocation of student fees to the Dean of Students Office serves students' best interests in several ways:

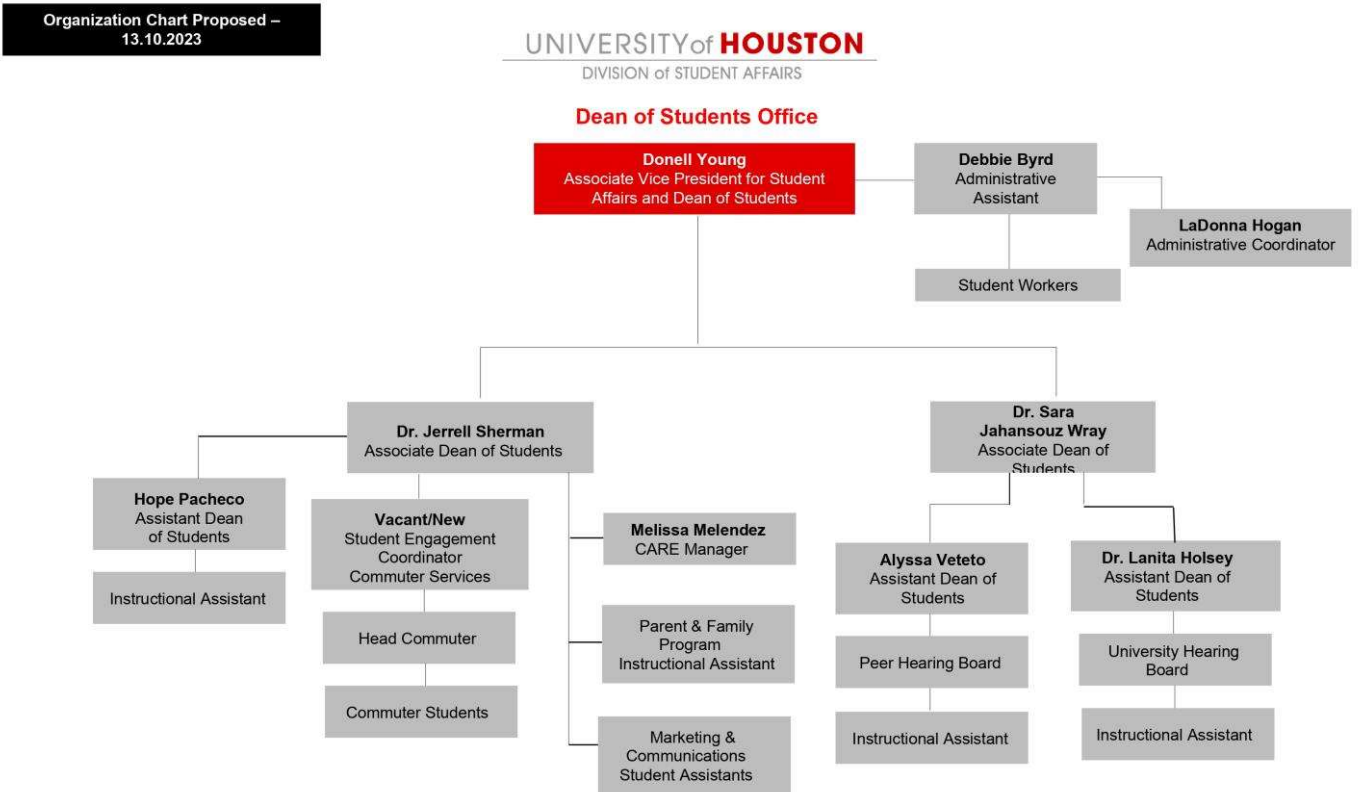
1. **Maintaining a Safe Campus Environment:** By overseeing student conduct, addressing concerning behaviors, and upholding Freedom of Expression policies, we create a safe and respectful campus atmosphere conducive to learning.
2. **Student Success and Advocacy:** We provide academic and personal support, advocate for students, and offer emergency financial assistance, all contributing to students' persistence and success.
3. **Parent and Family Engagement:** Through our programs, we keep parents, supporters, and families informed, connected, and engaged in their students' education, enhancing their overall experience.
4. **Commuter Student Services:** Initiatives to support commuter students contribute to their success, engagement, and belonging on campus.
5. **Student Outreach and Support (SOS):** SOS ensures that students facing complex personal difficulties receive the care and support needed to overcome obstacles, fostering their academic and personal growth.

In conclusion, the Dean of Students Office plays a vital role in supporting students, promoting a safe and respectful campus, and engaging families, all of which directly benefit the student body and contribute to their success at the University of Houston. The allocation of student fees to our unit is an investment in the holistic well-being and achievement of our students.

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.

Response:



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.

DSA: uh.edu/dsa/about/strategic-planning/2019-2023/

UH Goals: uh.edu/about/mission

Goals:

1. Enhance Commuter Student Services (DSAES Strategic Initiative – Cohesion/Student Success)

A. Re-examine and restructure the Commuter Services Mentor Program to enhance student engagement and success.

Progress: Completed

Results: Developed learning outcomes for mentors and mentees in the program. Collaborating with campus partners to facilitate bi-weekly workshops for Commuter mentors to be more knowledgeable of resources and services for mentees. Hosted commuter mentee informational meeting and more campus wide commuter socials. Saw an increase of 60% of interested incoming freshmen and transfer students increased in having a commuter mentor via orientation presentations and recruitment.

2. Enhance Siblings Day Event (DSAES Strategic Initiative – Cohesion/Student Success)

B. Review and revise current sibling day program.

Progress: Completed

Results: We enhanced the event by hosting it the same weekend as Frontier Fiesta and added STEM activities facilitated by faculty and student organizations. We also added a student leader and parent advice panel which attendees voiced their pleasure with via survey. We will continue to explore what enhancements can be made to the event. Improved marketing via campus signage and the Cougar Family Connect Portal resulted in an increase of 182% of attendees with record attendance.

3. Strategic Partnership with Academic Affairs

C. Partner with academic affairs to create strategic partnership opportunities that enhance faculty member awareness of DOS programs and services.

Progress: Maintaining/Ongoing

Results: DOS meet with several Academic Associate Deans to discuss the student code of conduct and to assist with academic dishonesty cases. DOS and Office of General Counsel have scheduled several presentations throughout the past year with several undergraduate colleges and the Law Center to discuss DOS programs and services.

4. Develop a Sugarland presence/integrate our involvement to support UHSL students

D. Increase student engagement, communication, and support to assist in students whom take classes at the UH-Sugarland campus.

Progress: Ongoing

Results: Associate Dean of Students attended quarterly meetings in Sugarland and virtual to address concerns of faculty, staff and students. DOS will continue provide resources and services for UHSL students and community. Associate Dean of Students also participated in Cougar First Impressions at the Sugarland campus to promote upcoming events and activities to engage students.

5. Division, Department, Campus Community Cohesion

D. Increase and capitalize on relationships and campus partnerships with the Division, across campus and the community to establish/enhance programs and services that provide students high impact services that impacts student success.

Progress: Ongoing

Results: DOS developed collaborative student success/engagement programs and services with A.D. Bruce Religion Center, UH Wellness, SGA, SPB, Parking & Transportation, Department of Mathematics, Children's Learning Centers, International Student Scholars and Services Office, Women's and Gender Resource Center, and Veteran Services.

For example, DOS partnered with Parking and Transportation, Veteran Services and SPB to host a WOW Week event titled, "Commuter Cookout" an event to engage and entertain commuter students and their support system. A total of 760 attendees supported the event.

6. Enhance DOS Office Marketing & Communication

E. Increase marketing, promotion of DOS to inform the campus community of the office's programs and services.

Progress: **Ongoing**

Results: DOS has hired three Marketing Student Assistant positions to aid in the development and execution of a branding/marketing plan for the Dean of Students Office. In addition, a marketing/communication class in the Valenti School of Communication has agreed to take on DOS as a client for a class project during the 2023. One of the goals of the class project is to examine the DOS Instagram account and develop a plan for how to increase followers, engage students, and promote the DOS office in a more student friendly manner. Furthermore, DOS provides bi-weekly updates to parents and supporters via the Campus ESP platform.

7. DOS Leadership Council

F. Review/revise the DOS Leadership Council to enhance student engagement and success for students in campus community and provide leadership development for the student involved in the council.

Progress: Ongoing

Results: Dr. Sara Jahansouz Wray, Associate Dean revised the program to now offer professional development opportunities, such as workshops and training sessions, to help Leadership Ambassadors enhance their leadership skills and expand their knowledge in areas such as conflict resolution, communication, and team building. Additionally, Leadership Ambassadors will have the chance to network with other student leaders, faculty, and staff members, creating valuable connections for their future careers.

Additionally, students will work closely with the Dean of Students Office to promote a sense of community, foster student engagement, and enhance the overall student experience.

Dr. Wray has begun the recruiting process for the program.

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.

Response:

Different assessment methods are used to evaluate different programs. After we look at the numbers, we compare them with the numbers from the year before and look at the trends. If needed programs are slightly modified to serve the needs of students better.

Parent & Family Engagement:

The Dean of Students Office utilized the CampusESP platform to provide a modern all-in-one parent engagement communication that helps departments from across the university; continually connecting with families with curated, and timely content in one location that helps them keep stay informed to assist in keeping their students on track.

1. 13,344 families enrolled and engagement with UH via the Campus ESP platform in 2022-2023 in comparison to 10,129 families being enrolled in 2021-2022 in a previous parent and family engagement platform
2. 11,893 active users
3. Over 156,000 emails sent to families
4. An average email open rate of 73%
5. Parents were most engaged in August 2023 with an open rate over 83%

Targeted engagement for first year families and underrepresented populations:

1. 69% Hispanic or Latinx family engaged with UH via the platform
2. 70% Black or African American engaged with UH via the platform
3. 72% First Generation families engaged with UH via the platform

4. 74% First Year Families engaged with UH via the platform

Most popular content:

- | | |
|--|--------------------------|
| 1. Family Weekend | 4. UH News/Events |
| 2. Parking Information | 5. First Year Transition |
| 3. Family Tips for Supporting Students | 6. Move-In |

Student Conduct:

The Dean of Students Office serves as the central location for all student conduct matters investigated and adjudicated for individual and organizational cases. We have experienced a steady increase in number of cases as well as a significant increase in case complexity. Case management is requiring a great deal of outreach and support for students that may also be experiencing mental health complications and/or housing insecurity.

The Student Conduct Process is as follows for each case, keeping in mind that student organization cases are incredibly time intensive as many witness interviews are required.

- Maxient Incident Report
- Appropriate Assignment by Associate Dean
 - Conduct, CARE, FYI or Interim Measures
- Hearing Officer initiates process
- 1st Contact Letter (Allegation Letter)
- Procedural Interview (Rights & Responsibilities and IRs/Conduct File)
 - Disciplinary Choice Form
- Hearing (Disciplinary Conference or University Hearing Board)
- Outcome Letter
- Follow-Up on Outcomes

- DOS Cases 1134
 - Individual 1126
 - Student Org 8 (6 hazing-related)
- SHRL Cases 250

Total Cases 1384

Class Standing of Individual Cases

- 1st Year 214
- 2nd Year 166
- 3rd Year 184
- 4th Year 228
- Graduate 227

Gender Breakdown of Individual Cases

- Female 644
- Male 581
- Transgender 1
- Undisclosed 15

Other DOS services, processes and programs:

Student Advocacy & Support Services: 65

Student Outreach and Support- (CARE and Case Management): 193

Campus Programs for Minors: 46

Freedom of Expression Evaluations: 767

Alcohol Distribution Requests: 156

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 exists, 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 this data. If your unit holds events, please provide revenue sources breakdown of each revenue stream including but not limited to the number of:

1. Tickets sold/number of attendees recorded
2. Merchandise
2. Concessions sold/distributed
3. Revenue generated from these sales

Response: Attendance records and survey data from participants that attended are how we evaluate our engagement events.

Football Tailgates: A minimum of 250 students attend each football game tailgate we host with SGA and Athletics.

Lunch & Learns: Each lunch varies attendance depending on the focus and possible collaboration. When collaborating with a department or student organization only select officers and staff attend, normally no more than 15. When we have a general sign up, we cap the event at 20 due to budget constraints.

Commuter Cookout: A total of 760 attendees supported the first ever event in Fall 2023.

Family Weekend: 409 families making up 967 people attended Family Weekend 2023 at \$45/per person.

Siblings Day: A total of 127 attendees supported the event in 2023 at \$35/per person, a great improvement from 2022's 45 attendees.

Commuter Assistant Program: 291 UH students registered to receive a Commuter Mentor for the 2023 fall semester.

Question # 6:

If your unit concluded FY2023 with a Fund 3 addition to 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.).

Response:

A total of \$246,127 was returned to Reserve, all of which was salaries.

As mentioned in response to question # 5. The DOS lost three full-time staff members and three student staff, leaving a large amount of money in Salary/Wages/Fringe. That along with less staff able to attend professional development conferences was the reason for extra money being left in the Maintenance & Operations account.

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.

FY2024 Base Budget Reduction 5% of \$1,274,069 in dollars per category.

1. Student Wages \$15,000
2. GAs \$31,989
3. Programming \$18,000

\$64,989 Total Reduction

Please list your 2023-2024 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs 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.

Response:

1. Establish Student Peer Hearing Board to foster student growth and development and contribute to an environment that thoughtfully balances the interests of the individual with the values of the community. (DSAES Strategic Initiative – Student Success)
2. Increase engagement and participation at Family Weekend and encourage students to spend time with their families, friends, and supporters for this fun and exciting event.

- a. Develop inclusive language and marketing materials to encourage students without close familial relationships, friends, supporter to feel more welcome to attend Family Weekend events and activities. (DSAES Strategic Initiative – Student Success, Cohesion, & Partnerships)
3. Review/revise the DOS Leadership Council to enhance student engagement and success for students in the campus community and provide leadership development for the student involved in the council. (DSAES Strategic Initiative – Student Success)
4. Re-examine and enhance Sibling Day program. (DSAES Strategic Initiative – Partnerships & Student Success)
5. Establish DOS annual events (DSAES Strategic Initiative –Partnerships & Student Success)
 - a. Student Success Reception/Establish annual campus partners’ reception
 - b. Dean of Students Lunch & Learn Series
 - c. The Longest Table
 - d. Home Football Game Collaborative Tailgates
6. Develop mentorship program that contributes to retention, credit hour accumulation, and higher graduation rates. DOS Leadership Council can be revamped to accomplish this. (DSAES Strategic Initiative –Partnerships & Student Success)
7. Establish DOS Portfolio Marketing Team (DSAES Strategic Initiative – Student Success & Cohesion)
8. Create Comprehensive Marketing Plan and disseminate marketing materials to internal and external partners that highlight the impact of DOS programs and services on students. (DSAES Strategic Initiative – Cohesion & Partnerships)
9. Develop collaborative student success/engagement programs and services with CLC, ISSSO, WGRC and Veteran Services (DSAES Strategic Initiative – Cohesion & Partnerships)
10. Create Comprehensive Assessment Plan (DSAES Strategic Initiative – Resources/Cohesion)
 - a. Develop an Annual Impact/Narrative Report
 - b. Use DOS assessment data to demonstrate/track the contributions of DOS related to student recruitment, retention, graduation rate, engagement and sense of belonging.
11. Establish DOS Advancement Plan (DSAES Strategic Initiative – Resources/Cohesion)

Question # 8

Please discuss any budget or organizational changes experienced since your last year (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.

Response:

Since our last SFAC request we have had the following staffing changes:

Dr. Sara Jahansouz Wray was promoted to Associate Dean of Students in May 2023.

Dr. Lanita Holsey joined the Dean of Students Office in July 2023.

Melissa Melendez joined the Dean of Students Office in February 2023.

Two IAs left the Dean of Students Office in May 2023.

4 IAs and 3 student assistants were hired.

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.**

Response:

Additional sources of funding for DOS related programs include the following:

Family Weekend generates approximately \$65,000 in registration fees. Unfortunately, the event costs over \$90k to host.

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.

Response: Not at this time.

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.

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.
- iii. If applicable, provide a breakdown of each capital project or capital campaign in your unit. Explain how each capital project or campaign aligns with the goals and milestones laid out in your departments strategic plan.

Response: Not at this time.

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.

Student Conduct:

There are no other units which duplicate the Student Conduct Program.

CARE Team (CARE):

There are no other units which duplicate the CARE Team.

Parent and Family Programs:

There are no other units which duplicate the Parent and Family Programs.

Student Handbook:

There is currently no other publication of this kind available to students, staff and faculty. The University of Houston Student Handbook is a comprehensive publication of student services, programs and policy information. Overlap exists with other university offices that create their own in-office publications describing their services and programs. This publication offers a comprehensive resource for campus information that is helpful to new as well as experienced students.

Commuter Students:

There are no other units which duplicate the Commuter Student Programs.

Student Advocacy Services:

There are no other units which duplicate the Student Advocacy Services. Reliance on the strong partnerships built with other departments across campus is essential to providing resolution services to students.

Student Outreach and Support:

There are no other units which duplicate the Student Outreach and Support provided by the Dean of Students Office.

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?

Response: The Dean of Students Office at the University of Houston takes a personalized approach to marketing events, tailoring their strategies for each occasion. Whether it's through engaging tabling sessions, eye-catching Instagram posts, digital signage across campus, or distinctive yard signs, they ensure that students are well-informed. They also connect with the university community through presentations during orientation, the Cougar Family Connect portal via CampusESP, and gather valuable feedback through surveys conducted on various platforms, including social media, tabling, and at monthly Lunch & Learn events. Annually our office has hosted a different number of programs which of course cause the budget needed for marketing to change. In the last three years, we have spent in the range of \$5,000 - \$10,000 on marketing expenses.

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”.

Response: N/A

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?

Response:

The University of Houston Dean of Students Office plays a critical role in shaping campus culture and enhancing the overall student experience. Our unit is dedicated to fostering a supportive and inclusive campus environment while providing essential services and resources that contribute to the holistic development of students. Here's how we contribute to campus culture and improve the student experience:

1. **Support Services:** Our office provides a wide range of support services, emergency loan, outreach services, and advocacy support. These services help students navigate the challenges of university life, ensuring they have the resources they need to succeed academically and personally.
2. **Student Engagement:** We facilitate student engagement by organizing various events, workshops, and programs that encourage students to get involved on campus. This involvement enhances their sense of belonging and helps create a vibrant campus community.
3. **Student Advocacy:** We advocate for student rights and interests, ensuring that their concerns are heard and addressed. This advocacy helps students feel valued and understood within the university community.
4. **Crisis Support:** In times of crisis, our office provides assistance and resources to help students overcome personal or academic difficulties. This support is crucial for maintaining students' mental and emotional well-being.

The effectiveness of these contributions is measured through a combination of quantitative and qualitative methods:

1. **Surveys and Feedback:** We regularly collect feedback from students through surveys and direct feedback mechanisms to assess the impact of our services on their experience.
2. **Retention and Graduation Rates:** We monitor retention and graduation rates to determine if our support services are helping students stay on track and complete their degree programs.

3. **Participation Rates:** Participation in our events and programs is monitored to assess the level of engagement among students.
4. **Success Stories:** Tracking and sharing success stories of students who have benefited from our services helps demonstrate the positive impact of our unit.

To further improve our contribution to the student experience and ultimately turn students into "Coogs for life," we can consider the following initiatives:

1. **Enhanced Outreach:** Increase outreach efforts to ensure that all students are aware of the services and resources available through our office.
2. **Collaboration:** Collaborate with other university departments and student organizations to create a seamless support network for students.
3. **Assessment and Data Analysis:** Continue to refine our assessment methods to ensure we are effectively meeting the evolving needs of our diverse student body.
4. **Professional Development:** Invest in ongoing professional development for our staff to stay updated on best practices and emerging trends in student support.

In summary, the University of Houston Dean of Students Office is dedicated to enhancing the student experience, and we are committed to evolving and improving our services to ensure that our students not only have a successful academic journey but also become "Coogs for life" with a strong connection to our campus community.