

2015-2016

Administrative Effectiveness

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Office of the President

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: President, Office of

Sam Houston State University

President, Office of

Tool 1: Lifelong Learning Environment

Goal Description

Foster a lifelong learning environment in support of a diverse faculty and staff who are excellent scholars, educators, and professionals.

Related Items

MLifelong Learning Environment - Professional Development

Performance Objective Description

Dr. Gibson Hoyt will promote a lifelong learning environment in support of a diverse faculty and staff who are excellent scholars, educators, and professionals by promoting and supporting internal and external professional development programs.

🐞 🖺 Lifelong Learning Environment - Professional Development

KPI Description

- Continue to support and promote growth of the High Performing Employee Leadership Academy
- Continue to support and promote growth of Founders Day/Education Day at SHSU
- Send one employee per year to the Governor's Executive Development Program

Results Description

- High Performing Employee Leadership Academy: Dr. Gibson Hoyt discussed with Cabinet, and the CEO of TDCJ about continuing the expanded participation of SHSU and TDCJ of 8 participants each for the FY2017 Co-Hort. SHSU and TDCJ have selected and submitted names for 8 participates each. The City of Huntsville submitted the names of 3 participates and HISD submitted the names of 2 participates making the total of 21 participates for FY2017. This will continue the total participation of 21 for FY2017.
- Founders Day/Education Day at SHSU: SHSU hosted the 3rd Founders Day/Education Day on April 23, 2016. The event was well attended and received praise from attendees. The event was held in conjunction with the President's Circle spring meeting. The format for the event changed this year with 2 education sessions held in the morning and 2 education sessions in the afternoon after the luncheon.
- Dr. Gibson Hoyt sent Jacob Chandler, Associate VP of IT, to the Governor's Executive Development Program.

🐞 🛍 Lifelong Learning Environment - Stimulate Academic Environment

Dr. Gibson Hoyt will promote a lifelong learning environment in support of a diverse faculty and staff who are excellent scholars, educators, and professionals by bringing to campus speakers and by hosting open forums to discuss various higher education topics.

🐞 🖺 Lifelong Learning Environment - Stimulate Academic Environment

KPI Description

- Host a President's Breakfast Series for administrators each semester with a key note speaker to speak on current higher education topics
- Host 2-3 President/Provost Roundtable forums each semester on current higher education topics

Results Description

- Dr. Gibson Hoyt hosted a President's Breakfast Series for administrators for Fall 2015 with Megan Cleghorn as speaker. Her topic was "Leadership The Executive Enchiridion". For Spring 2016 the speaker was again Megan Cleghorn. Her topic was "Articulating Your Unique Differentiators". The second speaker for Spring 2016 was Mick Normington. His topic was "State of Texas Economist".
- Dr. Gibson Hoyt and Provost Hebert hosted 2 President/Provost Roundtable open discussion sessions each semester as follows: October 2015 "Attributes of SHSU Graduates", November 2015 "Diversity in Higher Education," February 2016 "Doctor of Osteopathic Medicine at SHSU", April 2016 "Higher Education National Trends/Issues".

The Goal 2: Stimulate Learning Environment

Goal Description

Promote a stimulating learning environment through the integration of academic settings, campus culture, and service

Related Items

Stimulate Learning Environment - Academic

Performance Objective Description

Dr. Gibson Hoyt will promote a stimulating learning environment through the integration of academic settings, campus culture, and service by developing a training center and business incubator facility.

The stimulate Learning Environment - Academic

KPI Description

- Develop the plans for implementing Innovation Plaza. The plaza will include a training center and business incubator facility on the 78 acres of land donated to SHSU from TDCJ.
- Develop plans to expand Allied Health Programs.

Results Description

- Innovation Plaza: Planning and engineering consulting work has been done to define the infrastructure, building requirements, and associated costs for Phase I. This plaza will be built on the 78 acres of land obtained from TDCJ. Phase I includes a training center and business incubator facility. SHSU is in the process of negotiating with the City of Huntsville regarding the infrastructure of the land. In addition, SHSU is in the process of making a leadership change regarding this project.
- Allied Health Programs: SHSU received planning approval from the TSUS Board of Regents at a January 2016 special called meeting of the TSUS Board of Regents for a school of Osteopathic Medicine and is in the process of hiring a Dean. Two candidates will be on campus for interviews July 27 and July 29. The candidates will also meet the CEOs of the surrounding medical community (Conroe, The Woodlands). SHSU also has a letter of commitment for a donation of land on I-45 in The Woodlands to build a facility and are in the process of finalizing the land transfer. SHSU also received \$3 million Special Item funding from the 84th Legislative Session for Allied Health Programs. In addition to this funding, a donor has also committed to significantly support this endeavor.

The stimulate Learning Environment - Culture/Service

Performance Objective Description

Dr. Gibson Hoyt will promote a stimulating learning environment through the integration of academic settings, campus culture, and service by maintaining the university's culture of "up close and personal" and "service oriented".

🐞 🖺 Stimulate Learning Environment - Culture/Service

KPI Description

- Actively participating in and support campus activities such as "All Paws In" service project
- Hosting student give away activities through social media
- · Attend and host luncheons for students, faculty, and staff

Results Description

- Campus Activities: Dr. Gibson Hoyt attended virtually all the football games and as many of the basketball, volleyball, and other sporting events that her schedule would allow. She also attended virtually all the University Advancement/Alumni events even traveling to the New York for the 12/16/15 alumni event . She attended/participated in the "All Paws In" student service project.
- Dr. Gibson Hoyt hosted 2 3 student give away activities per semester.
- Dr. Gibson Hoyt hosted 3 faculty and 3 staff small luncheons per semester. In addition, she attended 2 3 Student Services Luncheon per semester including a new Diversity luncheon series hosed by Student Services.

P Goal 3: University Resources And Infrastructures

Goal Description

Increase and develop university resources and infrastructures that support the intellectual transformation of students.

Related Items

🐞 🔰 University Resources And Infrastructures - Funding

Performance Objective Description

Dr. Gibson Hoyt will seek to obtain resources for the University from the State, donors, and other various sources to support the intellectual transformation of students.

University Resources And Infrastructures - Funding

KPI Description

- SHSU will prepare the request for funding from the State for the upcoming 85th legislative session for facilities and academic programs.
- Contact and receive donor support for academic programs, scholarships, and building projects. Dr. Gibson Hoyt will work with the division of University Advancement to proceed with the silent phase of new SHSU Capital Campaign.

Results Description

• Dr. Gibson Hoyt moved forward with plans to expand the Allied Health course offerings using the \$3 million legislative funding to explore the plan to implement a Doctorate of Osteopathic Medicine at SHSU. The construction for the Biology Laboratory building using the \$48 million funding received during 84th session begin Summer 2016. The Legislative Appropriation Request (LAR) for the 85th Legislative session has been prepared and is

scheduled to appear on the August 2016 TSUS Board of Regents' meeting for approval.

- Dr. Gibson Hoyt met with Michele Buchanan (Dini Spheris) on a regular basis to work on the silent phase of the campaign. During FY2016, Dr. Gibson Hoyt met with numerous donors, specifically identified during the planning phase, regarding gifts/donations to SHSU.
- Commitments to date in the silent phase are \$74,987,227 toward a goal of \$125,000,000.

Wuniversity Resources And Infrastructures - Planning/Development

Performance Objective Description

Dr. Gibson Hoyt will implement and develop plans for the most effective and efficient use of SHSU's resources to support the intellectual transformation of students.

William Planning (Development Planning) Resources And Infrastructures - Planning (Development Planning)

KPI Description

- Review Curriculum to make certain SHSU stays on the cutting edge to offer courses in high demand.
- Review International Program offerings to determine efficient use of exchange agreements.

Results Description

- Curriculum: Dr. Gibson Hoyt continues to review the curriculum. She has found the most critical need for the area SHSU serves is the health care industry. Therefore during FY16, she has focused on adding allied health programs such as the Doctor of Osteopathic Medicine to the SHSU curriculum.
- International Programs: Dr. Gibson Hoyt has continued to review SHSU International Programs. She again asked Academic Affairs to produce a report listing International Exchange Agreements. Cabinet will review International programs offerings (location and demand) at the Cabinet Mini-Retreat scheduled for 8/16/16.

P Goal 4: Marketing Outreach

Goal Description

Enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels.

Related Items



Performance Objective Description

Dr. Gibson Hoyt will enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels by promoting/exposing SHSU to external markets.

🐞 🖺 Marketing Outreach - External

KPI Description

- Serve or be involved in four national higher education boards.
- Support Montgomery County functions and improve University attendance at Montgomery County/Chamber events.
- Participate in Greater Houston Partnership committees and programs and encourage SHSU personnel to participation.

Results Description

- Dr. Gibson Hoyt is on the board of directors for the following national higher education boards: American Association of State Colleges and Universities (AASCU), Southern Association of Colleges and Schools (SACS), American Search, Inc.(ASI), American Academic Leadership Institute (AALI). In addition, Dr. Gibson Hoyt served as chair of the Council of Public Universities Presidents and Chancellors (CPUPC) during FY2016.
- Dr. Gibson Hoyt either attended or sponsored the following events in the Montgomery County area: Southern Montgomery Co./Woodlands Chamber of Commerce Chairman's Gala, Greater Conroe/Lake Conroe Chamber of Commerce Chairman's Ball, Woodlands Area Economic Development Partnership, Woodlands Area Chamber of Conference Economic Outlook Conference.
- SHSU is a member of the Greater Houston Partnership (GHP). Dr. Gibson Hoyt is on the Advisory Committee for Higher Education. She also requested several administrators to serve on committees and councils according to the similarity between the discipline of the administrators and the focus of the committee/councils.

🐌 🛍 Marketing Outreach - Internal

Performance Objective Description

Dr. Gibson Hoyt will enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels by marketing academic programs and promote branding.

Narketing Outreach - Internal

KPI Description

- Continue funding to maintain or increase marketing 8 10 new academic programs annually.
- Continue funding for branding focus (social media and video). Use the new position of Videographer to promote SHSU.

Results Description

- Dr. Gibson Hoyt funded the promotion of the following 8 Academic Programs during FY2016: Spanish, Marketing, Victim Studies, Interdisciplinary Studies/Teaching, Healthcare Administration, Chemistry and Forensic Chemistry, Art Photography.
- Social Media:

Social Media: (as of June 30, 2016)

Facebook:

73,000 fans, increase of 12% over a year ago

165,761 average users – measures activity/engagement, increase of 33% over last year

Twitter:

18,600 followers, increase of 17% over last year

Adding the position of videographer has been a huge asset to SHSU. The videos have increased the exposure of SHSU. From January - July, 2016, SHSU shared 13 videos on social media.

P Goal 5: Data Driven Decisions

Goal Description

Promote efficient data driven decision making through the integration of centralized data analysis, review and dissemination.

Related Items



Performance Objective Description

Dr. Gibson Hoyt will promote efficient data driven decision making through the integration of centralized data analysis, review and dissemination by focusing on the use of facilities and efficient use of assets.

Data Driven Decisions - Analysis

KPI Description

- Continue to keep the Student to Faculty Ratio approximately 25:1
- Monitor number of courses with over 100 students
- Implement centralization/outsourcing of certain assets for efficient use of resources

Results Description

- Student to Faculty Ratio for Fall 2015 remains 25:1. The FY2016 Student to Faculty Ratio will not be available until Fall 2016, but should remain close to the goal of 25:1.
- Less than 1% of SHSU classes had over 100 Students for FY2016.
- Centralization: **Events** Dr. Gibson Hoyt continues to tweak the centralization of Events. She met with the Director of University Events, VP and Associate VP of University Advancement during FY2016 to continue to consolidate events. She wants to make certain that during the Capital Campaign not to overwhelm the donors with too many events. **University Advancement** Dr. Gibson Hoyt also has continued to work with the Administrators on campus to ensure the centralization of donor relations/giving through University Advancement. This will be extremely important during the Capital Campaign. **Fleet** During FY2015, SHSU implemented a piolet program to centralize the campus fleet. Since the piolet program has gone so well, Dr. Hoyt continued this program during FY2016.

Data Driven Decisions - Planning

Performance Objective Description

Dr. Gibson Hoyt will promote efficient data driven decision making through the integration of centralized data analysis, review and dissemination by connecting the strategic plan and budget planning process through data analysis.

🔊 🖺 Data Driven Decisions - Planning

KPI Description

- Collect from each division a strategic plan
- Connect the annual budget requests to goals listed on divisional stategic plan

Results Description

- Dr. Gibson Hoyt received and discussed with the Vice Presidents and Athletic Director their Strategic Plans for the upcoming year.
- Dr. Gibson Hoyt and VPFO Hernandez ask each division to prioritize the lists of items needed to achieve objectives from their Strategic Plans. A meeting was held March 28 and March 29, 2016 with members from President's Cabinet and Council of Academic Deans to discuss these items. Dr. Gibson Hoyt ask each VP/AD and CAD to present to the group a list of items that were funded and implemented the previous year and list of prioritized items for the upcoming year. This list was used to set up the budget for FY17.

Proactive Response To Ever-Changing Needs

Goal Description

Cultivate a continually sensitive and proactive response to the ever-changing needs of our constituents.

Related Items

To Ever-Changing Needs - Diversification

Performance Objective Description

Dr. Gibson Hoyt will cultivate a continually sensitive and proactive response to the ever-changing needs of our constituents by continuing to promote diversification across campus to serve the needs of a diverse student population.

To Ever-Changing Needs - Diversification

KPI Description

• Continue to diversify campus through hiring practices, implementing a center, hiring a diversity officer.

Results Description

• Dr. Gibson Hoyt reviewed with President's Cabinet a hiring report prepared by Human Resources. Dr. Gibson Hoyt discussed areas that indicated room for improving a more diverse hiring strategy. She asked Cabinet to proactively intergrade a more diverse hiring strategy within each division. During the new diversity luncheon program, she began recruiting minority students to seek doctoral degrees and enter the field of higher education.

• August 2015, Dr. Gibson Hoyt formed an ad hoc committee with the charge of determining the need for an Office of Diversity and Inclusion and/or hiring a Diversity Officer. The committees' finding was to hire a Diversity Officer and house the employee in HR. The Coordinator of Diversity, Heather Varela, was hired 7/16/16 and will be housed in HR. After the Diversity Officer sets up a plan for SHSU, an Office of Diversity and Inclusion will be formed to implement the plan.

To Ever-Changing Needs - Off Campus Student Population

Performance Objective Description

Dr. Gibson Hoyt will cultivate a continually sensitive and proactive response to the ever-changing needs of our constituents by continuing to develop SHSU's services available to online and geographically dispersed students.

Proactive Response To Ever-Changing Needs - Off Campus Student Population

KPI Description

Require all areas to review services for online and geographically dispersed students

Results Description

The Woodlands Center offers Career Services, Legal Services, Academic Success Center, Graduate Studies Office, VetSuccess Center, Community Counseling Clinic and Testing Center, Money Management Center and International Programs. Career Services offered the first summer Teacher Job Fair at the Woodlands Center on June 15, 2016. The fair was very successful with fourteen ISD attending.

SHSU is in the process of opening a medical facility in the Woodlands. The Vice President of Student Services is already seeking input from colleagues regarding the types of students services that will be needed at the new facility.

The Distance Learning students are offered the same feasible services on-line as the traditional on campus students.

Division of Academic Affairs

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Department: Academic Planning and Assessment

Sam Houston State University

President, Office of

Academic Affairs, Division of

Academic Planning and Assessment

P Effective And Efficient Administrative Practices

Goal Description

The Office of Academic Planning and Assessment will contribute to the creation and maintenance of effective and efficient administrative practices.

Related Items



Performance Objective Description

Make improvements to both the undergraduate and graduate catalogs in order to make them more effective for students, advisors, faculty, and administrative staff.

🐞 🖺 Improve Catalogs By Standardization.

KPI Description

Improvements to the undergraduate and graduate catalog content and editing processes are necessary based upon feedback from faculty, advisors, students, and administrators. The improvements should address both content and editing functionality.

Results Description

In March 2016, the institution successfully published the 2016-2017 Undergraduate and Graduate Catalogs. A number of improvements and changes were realized in order to improve catalog accuracy, functionality, and logistics. Changes included:

- 1. Transitioning from a two-year catalog to a one-year catalog to better align with the degree audit system, DegreeWorks
- 2. Implementing a third-party software, CourseLeaf, to manage and improve the efficiency of the catalog editing process
- 3. Implementing a semester-by-semester course recommendation sequence for degree programs as supported by advising best practices
- 4. Bringing standardization to each degree plan with regard to plan structure and presentation.

The Create A Curriculum Plan For Academic Affairs

Performance Objective Description

Develop a Curriculum Plan that incorporates strategic planning and budget.

🐌 🖺 Curriculum Plan

KPI Description

Develop and complete the Curriculum Plan and develop budget spreadsheets and white paper forms to use with the plan.

Results Description

A curriculum plan was created and implemented during the 2015-2016 academic year. A prospective list of future programs was solicited from each academic department, along with projections of necessary resources. In addition, the white paper process was implemented. The additional program projections and white paper submissions provided incremental improvements in the strategic planning process. However, the processes were not fully implemented to the extent of being used in budgetary discussions.

Curriculum Process Improvement

Performance Objective Description

Improve the curriculum process to provide better information to the university community.

% Curriculum Improvement

KPI Description

Improvements to the curriculum process should include building a process that includes the Registrar's Office and provides communications across necessary areas on campus to keep everyone informed of the process.

Results Description

During the 2015-2016 academic year, the Office of Academic Planning and Assessment made a number of improvements to the curriculum process:

- Formal and streamlined curriculum communication plans were implemented to more effectively and consistently communicate pending and approved curriculum changes to campus constituents (faculty, administrators, registrar, admissions, financial aid, advisors, etc).
- Formal curricular processes were implemented for curriculum changes previously inconsistently managed to include: (1) changes to department or college titles, (2) additions of minors, and (3) substantive changes to degree program content.
- Curriculum change timelines were modified to ensure adequate time between approval and implementation for necessary Banner programming changes.

Promote An Environment That Encourages Continuous Improvement Of Assessment Initiatives

Goal Description

The Office of Academic Planning and Assessment will encourage and promote an environment of continuous improvement for all departments, offices, and programs within the various Colleges and Divisions at Sam Houston State University.

Related Items

TEnsure Quality Annual Assessment Processes

Performance Objective Description

The Office of Academic Planning and Assessment will ensure that members of the university community are conducting a quality, and effective annual assessment process.

KPI Description

The Office of Academic Planning and Assessment will utilize a locally developed rubric designed to evaluate the overall quality of a program's annual assessment plans to facilitate an annual review of assessment plans stored within the Online Assessment Tracking Database (OATDB). The results of this evaluation should indicate that 80%, or more, of the reviewed assessment plans for each College/Division reviewed should be rated as "Acceptable" or better. Additionally 80%, or more, of the total number of assessment plans reviewed from across the University should be rated "Acceptable" or better.

Results Description

During the 2015-2016 assessment cycle, the Office of Academic Planning and Assessment oversaw the Meta-assessment review of assessment plans from six of the seven Academic Colleges. The College of Sciences has implemented a new meta-assessment process. Because of the timing of their review, results from there meta-assessment process were not available for this cycle. Four of the six remaining academic colleges conducted college-led meta-assessment reviews of their units. Units within the remaining two colleges were reviewed by Office of Academic Planning and Assessment Staff.

A summary of the results are provide here for each college. Percentages represent the percentage of acceptable and exemplary assessment plans/elements from each college:

College #1 - Self-reviewed

Overall Goals	76.19% 90.48%
Objectives	90.48%
Indicators	73.33%
Criterion	60.00%
KPIs	100.00%
Findings/Results	80.95%
Actions	57.14%
Plan for Continuous Improvement Update	57.14%
New Plan for Continuous Improvement	57.14%

College #2 - Self-Reviewed

Overall	68.75%
Goals	75.00%
Objectives	75.00%
Indicators	70.00%
Criterion	50.00%
KPIs	83.33%
Findings/Results	62.50%
Actions	56.25%
Plan for Continuous Improvement Update	e 68.75%
New Plan for Continuous Improvement	43.75%

College #3 - OAPA Reviewed

Overall	28.57%
Goals	50.00%
01: /	67.060/
Objectives	67.86%
Indicators	59.09%
Criterion	45.45%
KPIs	25.00%
Findings/Results	50.00%
Actions	28.57%
Plan for Continuous Improvement Update	55.56%
New Plan for Continuous Improvement	17.86%

College #4 - Self-reviewed

Overall Goals	73.33% 80.00%
Objectives	86.67%
Indicators	73.33%
Criterion	66.67%
KPIs	N/A
Findings/Results	73.33%
Actions	80.00%
Plan for Continuous Improvement Updat	e 70.43%
New Plan for Continuous Improvement	60.00%

College #5 - OAPA Reviewed

Overall	0.00%	
Goals	85.00%	
Objectives	60.00%	
Indicators	46.67%	
Criterion	60.00%	
KPIs	71.43%	
Findings/Results	55.00%	
Actions	5.00%	
Plan for Continuous Improvement Update 38.89%		
New Plan for Continuous Improvement	0.00%	
College #6 - Self-reviewed		

Overall		77.78%
Goals		92.59%
Objectiv	es	92.59%
Indicator		86.36%
Criterion	1	85.00%
KPIs		77.78%
Findings	/Results	66.67%
Actions		59.26%
Plan for	Continuous Improvement Update	77.78%
New Pla	n for Continuous Improvement	70.37%

Overall for all Academic Colleges

Overall	52.76%
Goals	77.95%
Objectives	78.74%
Indicators	68.69%
Criterion	61.86%
KPIs	71.74%
Findings/Results	63.78%
Actions	45.67%
Plan for Continuous Improvement Update	61.79%
New Plan for Continuous Improvement	40.94%

Overall for Self-Reviewed Colleges

(Overall	76.19%
(Goals	88.89%
(Objectives	90.48%
]	Indicators	78.85%
(Criterion	72.00%
	KPIs	84.00%
	Findings/Results	73.02%
	Actions	63.49%
	Plan for Continuous Improvement Update	69.35%
]	New Plan for Continuous Improvement	63.49%

Overall for OAPA Reviewed Colleges

Overall	29.69%
Goals	67.19%
Objectives	67.19%
Indicators	57.45%
Criterion	51.06%
KPIs	57.14%
Findings/Results	54.69%
Actions	28.13%
Plan for Continuous Improvement Update	e 54.10%
New Plan for Continuous Improvement	18.75%

These results reveal several areas for institutional improvement. No individual college exceeded 80% for all assessment plan elements. Generally, the following elements saw the greatest weakness (i.e., percentages less that 70%):

- Overall Score
- Indicators
- Criterion
- Findings/KPI Results
- Actions
- PCI Update
- PCI

Despite these areas for improvement, the Meta-assessment processes has revealed a number of areas of encouragement as well. Five of the seven academic colleges have instituted their own, locally-led Meta-assessment processes. The effect of this has been to increase the importance and visibility of quality assessment practices within each of the these colleges. Additionally, a norming review of the college-led processes has revealed that they have increased in quality and accuracy. It is little surprise, then, that that two colleges that did not have their own Meta-assessment processes also had the worst rated assessment plans. More work needs to be done with these colleges in particular to emphasize the importance of good assessment practice.

Trovide Quality Assessment Support Resources

Performance Objective Description

The Office of Academic Planning and Assessment will provide quality assessment resources to the University community through its website, ongoing training sessions, and workshops.

🐞 🖺 Number Of Workshops/Training Sessions Held

KPI Description

The Office of Academic Planning and Assessment will conduct at least 50 workshops/ training sessions related to the annual assessment process being conducted at SHSU. These sessions may range from large, group workshops to individual training sessions.

Results Description

In past years, the Director of Assessment maintained an Excel spreadsheet through which he attempted to track each and every meeting, workshop, and training session. However, with the expansion of services provided by the office, and the expansion in the number of staff members for the office, this manual system has become unwieldy and was dropped for the 2015-2016 cycle. Although information is not available on the total number of training sessions held for 2015-2015, part data are available. With the transition to the new CampusLabs - Compliance Assist assessment management system, OAPA staff held a large number of formal workshops to train new users. Additionally, the Director of Assessment instituted a new workshop series for 2015-2016, informal Assessment "Brownbags."

A breakdown of the total number of events is found below:

CampusLabs Trainings (Group and Individual) - 47

Assessment Brownbags - 4

In looking at just these sessions alone, OAPA staff exceeded the desired number of training sessions and workshops for the 2015-2016 cycle.

website Tracking

KPI Description

Utilizing Google Analytics, the Office of Academic Planning and Assessment will track traffic coming to the department's website. Data from the 2014-2015 cycle will serve as a baseline for subsequent assessment cycles.

Results Description

Starting with the 2015-2016 assessment cycle, the Office of Academic Planning and Assessment has partnered with Computer Services to provide detailed Google

Analytics reports regarding all of the various OAPA Webpages. This will give OAPA staff a much more detailed and robust picture of visits to, and usage of, OAPA websites and documents. Unfortunately, because of a change in the report formatting, direct comparisons to 2014-2015 data are not available. The table below contains an overview of the total number of pageviews OAPA webpages received combined. A complete breakdown of each monthly, as well as an annual report, are provided in the attached documents.

Combined Number of Pageviews/Unique Pageviews

for all OAPA Webpages - 2015-2016

Month	Pageviews	Unique Pageviews
September	877	760
October	517	460
November	593	463
December	548	465
January	658	550
February	627	541
March	523	441
April	785	578
May	526	442
June	1,086	817
July	1,586	1,333
August	1,410	1,133
Yearly Total	9,736	7,983

A further analyses of the data revealed the top 10 most visited OAPA websites:

Website	Pageviews	Unique Pageviews
http://www.shsu.edu/dept/academic-planning-and-	4,307	3,609
assessment/index.html	1,894	1,630
http://www.shsu.edu/dept/academic-planning-and-assessment/assessment/campuslabs.html	1,094	1,030
http://www.shsu.edu/dept/academic-planning-and-	771	664
assessment/about/		
http://www.shsu.edu/dept/academic-planning-and-	614	407
assessment/idea-evaluations		
http://www.shsu.edu/dept/academic-planning-and-	348	276
assessment/assessment/		
http://www.shsu.edu/dept/academic-planning-and-	338	268
assessment/assessment/resources.html		
http://www.shsu.edu/dept/academic-planning-and-	324	234
assessment/assessment-mini-grants.html		
http://www.shsu.edu/dept/academic-planning-and-	298	249
assessment/assessment/projects.html		
http://www.shsu.edu/dept/academic-planning-and-	270	201
assessment/catalog/index.html		
http://www.shsu.edu/dept/academic-planning-and-	148	102
assessment/accreditation/reports.html		

It is good to see continued, and robust, web visits to the OAPA main page, and to many of the Office's important sub-pages. It is interesting to note that several of the webpages within the most visited included several pages centered upon relatively new activities or procedures for OAPA, particularly the new online IDEA evaluation system and the Course Catalogs. This would suggest that there have been interest in these processes, and that faculty and staff are accessing necessary information and resources. Finally, it is also encouraging to see that the second-most visited website was the page for access to, and information regarding, CampusLabs. This strongly indicates that users are accessing that information and using the new system.

🏂 01-APA GA Sep 2015

🎇 02-APA GA Oct 2015

1 03-APA GA Nov 2015

1 04-APA GA Dec 2015

1 05-APA GA Jan 2016

1 06-APA GA Feb 2016

T 07-APA GA Mar 2016

1 08-APA GA Apr 2016

1 09-APA GA May 2016

10-APA GA Jun 2016

梵 11-APA GA Jul 2016

12-APA GA Aug 2016

🏗 13-APA GA Sept 15-Aug 16

🐌 🖺 Workshop Evaluation Survey - Confidence

KPI Description

Training session attendees will complete a brief survey, consisting of three Likert-scale question and three open-response questions, which indicate their satisfaction with the services provided by the Office of Academic Planning and Assessment and their confidence with assessment practices. A copy of the survey is provided as an attachment. 90% of respondents will report a pre-to-post increase in their confidence with regards to implementing effective programmatic assessment. Additionally, 90% of respondents reporting a post-score of 4 or 5, indicating they are now confident or very confident.

Results Description

This KPI has been placed on hold for the 2015-2016 assessment cycle while its use is being reviewed by OAPA staff.

🐞 🖺 Workshop Evaluation Survey - Satisfaction

KPI Description

Training session attendees will complete a brief survey, consisting of three Likert-scale questions and three open-response questions, which indicate their satisfaction with the services provided by the Office of Academic Planning and Assessment. A copy of the survey is provided as an attachment. The average response to the Likert-scale question related to participant satisfaction should be 4 or higher, indicating that they were satisfied with the services provided by our Office. Additionally, respondent comments from the three open-response questions should be generally positive.

Results Description

This KPI has been placed on hold for the 2015-2016 assessment cycle while its use is being reviewed by OAPA staff.

Promote The Scholarship Of Assessment

Goal Description

The Office of Academic Planning and Assessment will promote the growing scholarship of assessment, within SHSU, Texas, and the nation, through research, presentations, and publications.

Related Items

MAssessment Mini-Grants

Performance Objective Description

The Office of Academic Planning and Assessment will help promote the scholarship of assessment at SHSU through sponsorship of assessment mini-grants. These grants are available to faculty and staff at SHSU to help fund new or ongoing assessment practices within programs, offices, or departments; or to help fund travel to make assessment-related presentations at professional conferences.

🔊 🖺 Grant Awards For 2015-2016

KPI Description

The Office of Academic Planning and Assessment will award 10 \$1,000 Assessment Mini-Grants during the 2015-2016 assessment cycle. At the completion of each grant-funded project, each recipient will also complete and submit a follow-up report.

Results Description

The Office of Academic Planning and Assessment received a total of 5 Assessment Mini-Grant applications, and only awarded 4 Assessment Mini-Grants for the during the 2015-2016 year, totaling \$3,250. The four awarded grants were as follows:

- \$1,000 to James Van Rokel, Lowman Student Center Lowman Student Center Student Participation Tracking
- \$1,000 to Jose Santiago, Department of Kinesiology Development of an Instrument to Assess Pre-Service Physical Education Teachers' Content Knowledge of Health-Related Fitness
- \$1,000 to Patsy Collins, Student Money Management Center Classroom Assessment Utilizing Student Response Systems
- \$250 to Karla Eidson, Department of Curriculum and Instruction First Generation College Students Perceptions of Study Abroad

MScholarly Presentations And Publications

Performance Objective Description

The Office of Academic Planning and Assessment will make presentations and submit publications on various assessment related topics through state, regional, and national venues.

🐌 🖺 Scholarly Presentations

KPI Description

The Office of Academic Planning and Assessment will track the number of scholarly presentations conducted by members of its staff for the 2013-2014 assessment cycle. The minimum target for success will be 4 presentations at state, regional, or national conferences or meetings.

Results Description

During the 2015-2016 year, Office of Academic Planning and Assessment Staff exceeded their objective of 4 presentations, making 6 XX presentations on assessment and accreditation topics at a variety of regional and national venues. These presentations are outlined as follows:

Roberts, J., & Franklin, S. (2015, December). Using meta-assessment to evaluate programmatic assessment plans and build a culture of assessment. Presented at the 2015 SACSCOC Annual Meeting, Houston, TX.
 Jordan, J. D., & Roberts, J. (2015, December). Student support services assessment: Moving beyond headcounts. Presented at the 2015 SACSCOC

Annual Meeting, Houston, TX.

Roberts, J. (2016, February). *Moving beyond means: Exploring how one university is using writing data to improve performance*. Poster presented at the 2015 AAC&U Conference on General Education and Assessment, New Orleans, LA.

Roberts, J. (2016, February). *Differences in student writing ability as a function of student characteristics at one Texas university*. Paper presented at the Southwest Educational Research Association Conference, New Orleans, LA.

Roberts, J. (2016, April). *Relationship between student writing ability and student characteristics at a Texas 4-year university.* Paper presented at the American Educational Research Association Annual Meeting, Washington, DC.

Franklin, S. (2016, July). A Successful Fifth Year Report: Organization and Details Matter. Workshop presented at the 2016 Institute on Quality Enhancement and Accreditation, Grapevine, TX.

Scholarly Publications

KPI Description

The Office of Academic Planning and Assessment will track the number of scholarly articles submitted and accepted for publication by member of its staff. As this is a new measure the minimum target for success will be one article submitted and accepted for publication, per year.

Results Description

For the 2015-2016 cycle, the Office of Academic Planning and Assessment had one article submitted and accepted for publication:

• Flood, J. T., and Roberts, J. (Forthcoming 2017). The evolving nature of higher education accreditation: Legal considerations for institutional research and assessment professionals. *New Directions for Institutional Research*.

This article is part of a larger, edited volume focusing on accreditation in higher education and will be published in Spring 2017.

In addition, the Director of Assessment has several articles in draft status, which will hopefully be submitted Fall 2016.

The Office of Academic Planning and Assessment will support and facilitate the Undergraduate Program Review Process as Sam Houston State University.

Related Items

🐌 \prod Facilitate A Quality Undergraduate Program Review Process

Performance Objective Description

The Office of Academic Planning and Assessment will work to design, and ultimately implement, a quality undergraduate review process. The first steps involved with this project will be to study examples of best practice from institutions around the country and to develop a straw-man process for presentation to the leadership at SHSU for feedback and approval.

KPI Description

Office of Academic Planning and Assessment Staff will conduct a search for best practices relating to undergraduate program review, and compile examples from institutions from around the country. These will then subsequently be used to develop a straw man undergraduate program review process for SHSU.

Results Description

Upon hiring a new Coordinator III to assist with assessment activities in March 2016, research began for best practices of Undergraduate Program Review (UPR). Since that time the Assistant Vice President of Academic Affairs/SACSCOC Liaison, Director of Assessment, and Coordinator had several meetings to discuss planning in stages. By the end of this assessment cycle a draft self-study document was created after thorough research of other institutions, and after receiving recommendations from the UPR meetings.

The Institution's Ongoing Southern Association Of Colleges And Schools Commission On Colleges (SACSCOC) Accreditation Efforts

Goal Description

The Office of Academic Planning and Assessment will support the institution's ongoing efforts to respond to all SACSCOC requirements for maintaining accreditation.

Related Items

Ensure Institutional Compliance With And Timely Submission Of Required SACSCOC Documentation

Performance Objective Description

The Office of Academic Planning and Assessment will work with the University administration to ensure that all required SACSCOC documents are submitted timely, and appropriately.

National Address Functional Deficits In Faculty Credentials Reporting System

KPI Description

Following the institution's conversion from a 'home-grown' ERP system to Banner, some functionality relating to Faculty Credentials reporting was lost. Steps will be taken to correct functional aspects of programming to include centralizing faculty degree entry into Banner and alteration of existing reports to align with new Banner structure.

Results Description

During the 2015-2016 academic year, substantial progress was made in addressing the deficits in the faculty credentials reporting system. A taskforce worked to transition faculty degree and employment tracking from an Access file to the Banner system. All faculty employment and degree information was successfully transitioned into Banner.

Name of Sacscoc Required Documentation

KPI Description

The SACSCOC liaison, and the Office of Academic Planning and Assessment, will ensure that all required SACSCOC documents, such as Institutional Profiles, Letters of Notification, Prospectuses, Institutional Profiles, etc., will be summited timely and appropriately to the SACSCOC.

Results Description

During the 2015-2016 academic year, all required SACSCOC documentation was submitted in a timely and appropriate manner.

The SACSCOC Fifth-Year Interim Report

Performance Objective Description

The Office of Academic Planning and Assessment will work with the University community to ensure the successful completion of the SACSCOC Fifth-Year Interim Report. To this end, the Office will work to disseminate information and resources, provide necessary training, and complete and submit all required documents.

Prepare A Quality And Thorough Compliance Narrative Document For The 5th Year Interim Report

KPI Description

The Office of Academic Planning and Assessment will work with university personnel to ensure that a thorough, accurate, and quality compliance narrative document is prepared for the SACSCOC 5th Year Interim Report.

Results Description

Sam Houston State University has successfully completed all the requirements of the 5th Year Interim Report for SACSCOC.

The Strategic Planning Process For The Division Of Academic Affairs

Goal Description

The Office of Academic Planning and Assessment will support the ongoing strategic planning process underway within the Division of Academic Affairs.

Related Items

The Provide Quality Strategic Planning Resources And Processes

Performance Objective Description

The Office of Academic Planning and Assessment will provide quality strategic planning resources and facilitate effective planning processes within the Division of Academic Affairs.

Tacilitate Development Of A Comprehensive And Quality Academic Affairs Strategic Plan

KPI Description

The Office of Academic Planning and Assessment will facilitate strategic planning discussions within Academic Affairs, providing the necessary resources and structure to the process. Planning meetings and retreats will be scheduled and data resources provided as needed.

Results Description

Limited strategic planning discussions and progress occurred during the 2015-2016 academic year.

Director of Athletics

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Athletics, Director

Sam Houston State University

President, Office of

Athletics, Director

Tand Expansion

Goal Description

The department is committed to superior branding performance in market share growth, increasing attandance and visibility of the program.

Related Items

Media Opportunities, Market Share Growth And Licensing

Performance Objective Description

Increase local and national media opportunities, market share growth, game attendance and visibility of the athletic program through advertising and control of officially licensed products.

Athletic Performance Indicator Report-Marketing Expansion And Branding Opportunities

KPI Description

The department reviews key criteria data tracked internally by the associate director of athletics for external operations. The criteria establishes that the department will increase the total game attendance by 5%. Team appearances will occur with one national televised game and three regional televised games per year. Market share growth will be determined by the number of licensed retail businesses who register to produce licensed apparel. A marketing strategy is currently being developed in conjunction with LLP to determine the appropriate levels of market share growth. The goal is to have this developed by fall 2015.

Results Description

The department experienced a 12.86% increase in total game attendance, due to an increased number of home football games. Our tickets sales for BOTPW saw a slight increase of 285 tickets sold from the previous year. Men's and women's basketball, baseball and softball attendance increased by 7,155. This is in large part due to the 7,439 increase of baseball attendance and 1,512 increase in softball. Men's basketball had an attendance decrease of 1,873, mostly due to having 2 less home games from the year before. Women's basketball saw just a slight increase of 77.

The number of total licensees for 2015-2016 is 191, which was an increase of 5 new licensees. This is due to the new marketing brand company that monitors the University's logo and brand being able to oversee a full contract year.

The department appeared on ESPNU-1 time, ESPN 3-31 times, Fox College Sports-4 times, Fox SW-2 times, Longhorn Network-2 times, SEC Network-2 times, America

Sports Network-3 times and Pac 12 Network-1 time. This is a total of 36 national appearances and 10 regional appearances, which is 22 more appearances than 2014-2015. Due to our contract agreements with Fox Sports and ESPN3, this has allowed us to increase our media opportunities.

Tinstitutional Control

Goal Description

The department is committed to excellence in the areas of institutional control through compliance, diversity and equitable opportunity, which provides an environment that is supportive of all university, NCAA Bylaws and Southland Conference Operating Principles for minorities and women.

Related Items



Performance Objective Description

Maintain compliance with all federal, state, university, NCAA and Southland Conference policies and guidelines.

🐞 🖺 Athletic Performance Criteria Report-Compliance

KPI Description

The department reviews key criteria data collected by the NCAA, Southland Conference and appropriate university departments. The indicators consist of NCAA major/secondary violations and Title IX plans.

Results Description

The department had one NCAA major violation and eight secondary violations. We our currently working with the NCAA in response to the major violation. The secondary violations are not an issue, due to an enhanced compliance education program that ensures department staff and student-athletes are implementing appropriate standards. Implementation of Southland Conference and university internal audits continue to assist the department in identifying and correcting issues. This is a positive process that proactively assists the compliance coordinator to promote an environment of NCAA compliance.

P Revenue Generation

Goal Description

The department is committed to promoting active financial participation in student centered athletic programs and activities.

Related Items



Performance Objective Description

Expand ticket sales, annual and major gifts, media revenue, concessions, royalities and coporate sponsorships and endowments that will generate revenue to enhance academic and athletic services.

Nathletic Performance Indicator Report-External Revenue

KPI Description

The department reviews key indicator data generated by outside revenue streams. The criteria establishes that the department will increase revenues by a total of 5% from ticket sales, annual and major gifts, media revenue, concessions, royalities and coporate sponsorships and endowments. Additionally, attendance levels will exhibit actual levels in order to determine future attendance benchmarks. The department will also increase corporate revenue opportunities through the addition of new scoreboards and videoboards by the fall of 2015.

Results Description

The preliminary close out revenue totals reflect a 12.71% increase in ticket sales, annual and major gifts, media revenue, concessions, royalties and corporate sponsorships and endowments.

Tstudent-Athlete Achievement

Goal Description

The department is committed to academic achievement and athletic excellence that strengthens learning opportunities within an ever-changing environment where the student-athlete excels in the classroom and on the field of competition.

Related Items



Performance Objective Description

Provide an environment for student-athletes necessary to enhance the university's educational enterprise, NCAA/Southland Conference policies, promote graduation and enhance life skills experiences.

The state of the s

KPI Description

- Graduation Rates
- Academic Awards
- Grade Point Average
- NCAA Academic Performance Rates (APR)

The department reviews key criteria data collected by the NCAA, Southland Conference and appropriate university departments consisting of graduation rates and NCAA Academic Progress Rate (APR). An ongoing evaluation by the President and the director of athletics is performed.

- 1. The department will maintain a graduation rate higher than the general student graduation rate.
- 2. All sports teams will maintain an APR ratio where no reductions in scholarships or additional penalties are applied.

Results Description

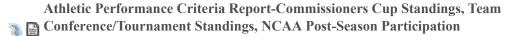
Over the previous year, the student-athlete graduation rate remained constant. In addition, the student-athlete graduation rate was 8% higher than the university student graduation rate. Another factor that contributed to the increase in graduation rates was that the department did not receive any scholarship reductions based upon NCAA Academic Progress Rate (APR) results. For the 2015-16 academic year the department experienced and all-time high with an overall APR average of 980. The addition of an Assistant Director of Athletics for Certification and Compliance helped the department in identifying key admission success indicators leading to positive results with APR.

The department received 29 Southland Conference academic awards that placed us in the top quarter of the Southland Conference. Two student-athletes were named Southland Conference Student-Athletes of the Year in their respective sports. The department achieved the highest grade point average ever by posting an overall grade point average of 3.18. This demonstrates that the department is competing at a high academic level and this recognition confirms the indicators success. The intensive focus in academic advisement and tutorial services within the Athletic Learning Enhancement Center (LEC) engage student-athletes in preparation for a successful academic learning environment.



Performance Objective Description

Identify student-athletes who will assist teams in achieving a top four standing in Southland Conference competition.



KPI Description

The department reviews key criteria data from the NCAA and Southland Conference consisting of:

- Commissioner's Cup Standings
- Team Records
- Winning Percentage
- Tournament Participation

The criteria establishes that the department will finish in the top four of the Southland Conference Commissioner's Cup, Men's All-Sports and Women's All-Sports standings. Additionally, the department will have at least 60% of all its teams achieve an overall winning percentage above 50% and at least 60% will finish in the top four of the final conference rankings. The President and the director of athletics perform annual evaluations on the status of each program and the overall department.

Results Description

The department finished second in the overall Southland Conference Commissioner's Cup standings. Men sports won their 5th overall trophy while the women placed 4th. This is due to 11 of 17 sports (65%) having an overall winning percentage of at least 50%, with 11 of 17 sports (65%) also finishing in the top four of the Southland Conference final standings. Four sports, football, men's & women's indoor/outdoor track, and baseball earned NCAA post-season tournament appearances. Football returned to NCAA Division I Championship as a semi-finalist. In addition, the department had four conference champions.

Division of Enrollment Management

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Admissions, Undergraduate

Sam Houston State University

President, Office of

Enrollment Management, Vice President

Enrollment Management, Associate Vice President

Admissions, Undergraduate

TAMES And Recruitment

Goal Description

To provide affordable, quality education to a diverse population by recruiting and enrolling qualified freshman, transfer, adult learners and graduate students for admission.

Related Items

The Increase Administrative Support

Performance Objective Description

Review and prioritize duties of administrative to assist with admissions applications, manage travel documents, departmental budget and student staff supervision in order to reduce application processing time.

🐌 🖺 Hiring Of Additional Staff

KPI Description

UG Admissions will hire additional support staff. Administrative staff will divide responsibilities and one will provide customer service support while a second staff member will provided processing assistance to analyst and the third staff member will assist with admissions counselors, management of travel and budgeting.

Results Description

The Admissions Processing and Communication

Goal Description

Enhance customer service and admissions experience to prospective students, applicants and families while also meeting enrollment and university goals.

Related Items



Performance Objective Description

Increase efficiency, communication and support for both undergraduate and graduate admissions areas.

MillerCook And Associates Audit

KPI Description

Hire a consultant (advised by EM division - MillerCook and Associates) to review the admissions processes, processing times and overall office deficiencies.

Results Description

The Office of Undergraduate and Graduate Admissions underwent an audit of office process, staff, and work responsibility. MillerCook and Associates reviewed the admissions processes, processing times and overall office deficiencies. They scheduled one-on-one interviews with all full time staff members including UG Admission, Graduate Admissions and Enrollment Managment Communications.

Transfer And High School Counselors

Goal Description

To provide an open and clear link from the University Admissions Office to Transfer and High School Counselors across the state of Texas.

Related Items



Performance Objective Description

Host a high school and college counselor conference, both on-campus and potentially off-campus, to inform key stakeholders on the changes happening at Sam Houston State University. Relay information through a series of information sessions, meet-and-greets, social activities, and standard group presentations.

🐞 🖺 Annual Counselor Conference

KPI Description

Undergraduate Admissions will host a Counselor Conference with a goal of at least 80 counselors in attendance. Counselors will learn about admission requirements, legislative changes that may affect admissions or financial aid, scholarships, student success initiatives, money management skills, and career/internship placement. A tour of the Sam Houston campus and other facilities will also be included as part of this conference.

Results Description

Due departmental reorganization and staff changes, admissions was unable to host a counselor conference in 2016. Staff members utilized ongoing (established) recruitment efforts within major cities in Texas to provide information to high school and college counselors.

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Graduate Admissions

Sam Houston State University

President, Office of

Enrollment Management, Vice President

Enrollment Management, Associate Vice President

Graduate Admissions

Tommunication And Recruitment

Goal Description

Improve the marketing and recruitment for the 56+ master's degrees and 8 doctoral degrees currently offered at SHSU and be able to support new and emerging programs.

Related Items

Hobson Connect Application

Performance Objective Description

Maintain and improve the application to accept communications plan utilizing Hobson's Connect. Approach needed can be customized by program to increase transparency in the application process for both the applicant and the graduate program faculty.

Program Reporting

KPI Description

CONGNOS reports in place for each program showing applicants by program and status. Develop a report for programs to query a program by date of activity on application checklist items.

Results Description

MStreamline Admissions Process

Performance Objective Description

Currently the graduate application process from time of application to receipt of department recomendation is a paper-based, manual process that does not support timely matriculation of students thus hindering the ability to effectively market, grow graduate admissions, and speed-up the financial aid and scholarship award process. Critical to graduate admissions is the need for a supplemental application system that can accommodate the specialized needs of the 80 graduate master's, doctoral, and certificate programs. We are seeking a method to allow for admissions materials to be uploaded at time of application and a system that will support online faculty review of admissions applications that is not campus-bound. We seek a fully functioning online status check page.

KPI Description

The implementation of a priority and secondary deadline to eliminate the gridlock created by applications received in the four weeks prior to the start of a term. Develop an online admissions decision form using PerfectForms. Monitor receipt date applications as compared to program deadline and start of term as compared to last year. Set-up an adivsory council of Deans to develop some best practices and explore options like revising application requirements to reduce materials overhead.

Results Description

Several programs have implemented a priority deadline; however the lingering reviews by program committees still exists as a problem that affects application processing time. Due to a change in staffing and departmental structure, not all plans were able to be addressed. Perfect forms for decisions were not created (some programs just utilize Recruit) and exploration of a council of advisory deans was not completed.

Taduate Admissions Process

Goal Description

Improve and streamline graduate admissions process.

Related Items



Performance Objective Description

Maintain and improve the application to accept communications plan utilizing Hobson's Connect. Approach needed can be customized by program to increase transparency in the application process for both the applicant and the graduate program faculty.

KPI Description

CONGNOS reports in place for each program showing applicants by program and status. Develop a report for programs to query a program by date of activity on application checklist items.

Results Description

> Streamline Admissions Process

Performance Objective Description

Currently the graduate application process from time of application to receipt of department recomendation is a paper-based, manual process that does not support timely matriculation of students thus hindering the ability to effectively market, grow graduate admissions, and speed-up the financial aid and scholarship award process. Critical to graduate admissions is the need for a supplemental application system that can accommodate the specialized needs of the 80 graduate master's, doctoral, and certificate programs. We are seeking a method to allow for admissions materials to be uploaded at time of application and a system that will support online faculty review of admissions

applications that is not campus-bound. We seek a fully functioning online status check page.

Admissions Process Implementation

KPI Description

The implementation of a priority and secondary deadline to eliminate the gridlock created by applications received in the four weeks prior to the start of a term. Develop an online admissions decision form using PerfectForms. Monitor receipt date applications as compared to program deadline and start of term as compared to last year. Set-up an adivsory council of Deans to develop some best practices and explore options like revising application requirements to reduce materials overhead.

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The Marketing Strategy

Goal Description

Develop a marketing strategy to increase applicant pools for those programs indentifited to have growth potentional and capacity.

Related Items

🐞 🛍 Hobson Connect Application

Performance Objective Description

Maintain and improve the application to accept communications plan utilizing Hobson's Connect. Approach needed can be customized by program to increase transparency in the application process for both the applicant and the graduate program faculty.

🐌 🖺 Program Reporting

KPI Description

CONGNOS reports in place for each program showing applicants by program and status. Develop a report for programs to query a program by date of activity on application checklist items.

Results Description

🔊 👊 Marketing Strategy And Plan Development

Performance Objective Description

Identify graduate programs that have growth and capacity. Develop a program specific strategic marketing plan that includes online and print communications to increase quality

and in some cases quantity of applicants. Funding will be needed to include higher quality pringing on-demand, working with external vendors like Zinch and CollegeWeek Live to improve online footpring, and purchase of print advertisements. We will need to provide additional tracking and reporting to measure return on investment.

🐌 🖺 Solidify Communication Plan

KPI Description

Expand and refine prospective communication plans to be more specific. Work on the ability to track performance by monitoring program pool size. Develop a comprehensive recruitment print piece. Identify program metrics; competitors, peer programs, capacity, desired pool size, and a prospective student profile.

Results Description

Graduate programs produced a letter-sized brochure for general graduate programs used for recruiting purposes. Admissions staff members worked with Enrollment Communications and Program Marketing to target specific prospects to increase applicant pool for desired programs. Also worked with Graduate Studies to identify programs needing attention and growth.

Streamline Admissions Process

Performance Objective Description

Currently the graduate application process from time of application to receipt of department recomendation is a paper-based, manual process that does not support timely matriculation of students thus hindering the ability to effectively market, grow graduate admissions, and speed-up the financial aid and scholarship award process. Critical to graduate admissions is the need for a supplemental application system that can accommodate the specialized needs of the 80 graduate master's, doctoral, and certificate programs. We are seeking a method to allow for admissions materials to be uploaded at time of application and a system that will support online faculty review of admissions applications that is not campus-bound. We seek a fully functioning online status check page.

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ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Visitor Center

Sam Houston State University

President, Office of

Enrollment Management, Vice President

Enrollment Management, Associate Vice President

Visitor Center

Improve Effectiveness

Goal Description

The Visitor Center will implement assessments to allow for improvements in areas that are not as effective.

Related Items



Performance Objective Description

The Visitor Center will convert visiting prospective students to applicants/enrolled students at SHSU.



KPI Description

Through the use of data tracking, we will run reports through Hobsons to determine the percentage of students (of applicable age) who apply and subsequently enroll after they attend a visitor center presentation and tour. The end goal is to have a conversion rate of greater than or equal to 50%.

Results Description

Results (See attached charts)

Regular Tours

- Individual Students
 - o Visited to Applied = 67.4%
 - o Applied to Enrolled = 52.8% (or 35% of visited)
- School Group Students
 - o Visited to Applied = 24.2%
 - o Applied to Enrolled = 34.6% (or 8% of visited)

Saturday@SAM (Campus Preview Day)

- Individual Students
 - o Visited to Applied = 52.6%
 - o Applied to Enrolled = 49.6% (or 26% of visited)

Definitions:

• Individual Students are students that visit on their own, not with a school group

or organization.

• School Group Students are students that visit as part of a sanctioned school or organization trip.



P Spanish Speaking Tour

Goal Description

The Visitor Center will implement a Spanish speaking tour to serve the population of prospective student parents that speak little to no English.

Related Items

Tour Implementation - Spring 2016

Performance Objective Description

The Visitor Center will implement a complete Spanish speaking tour by Spring 2016.

Implementation

KPI Description

The Spanish tours will be offered no later than Spring 2016.

Results Description

Results

Successful Implementation.

Spanish tours are now being offered completly in Spanish from registration, pretour communication, tour presentation, and campus tour.

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Institutional Effectiveness

Sam Houston State University

President, Office of

Enrollment Management, Vice President

Institutional Effectiveness

Timely And Understandable Manner

Goal Description

Related Items

Develop And Maintain Outcome Indicators

Performance Objective Description

Develop and maintain a core of outcome indicators at multiple institutional levels.

Data Definitions - Create Operational Document Identifying Key Data Definitions.

KPI Description

Data Definitions - Create operational document identifying key data definitions and begin developing training sessions for SHSU employees

Results Description

The operational document, Data Cookbook complete and plans to add it to the online Cognos training are in planning mode.

Develop New And Enhance Existing Cognos Reports

Performance Objective Description

Develop new and enhance existing Cognos reports to provide a comprehensive overview of critical activities of the university.

📆 Cognos - Enrollment Verification Letter Template

Cognos Reports

KPI Description

Create four new Cognos reports for use by university personnel.

📆 Cognos - Enrollment Verification Letter Template

Results Description

A total of seven cognos reports were created with 5 more in the final stages of completion.

Ticket 106 was an enrollment verification letter, placed into production on Friday, October 30, a copy of that letter is attached. Ticket number 133667 was a new enrollment report named ST_Student_Information - Enrollment Counts by Course Campus/Location and Student Age Range. It went into production on January 6, 2016. Ticket 138562 modified ST_Student_Information_327 - Student TSI Status Report and went into production on January 15, 2016. Ticket 139560 is a prerequisites report, ST_STUDENT_INFORMATION_133 - COURSE PREREQUISITES that was corrected and was completed July 28, 2016. Ticket 143826 created, ST_Student_Information_035 - General Student Report_CurriculumPriority and was moved to production on July 19. Ticket 150945 went into production on July 22, 2016 and is named ST_Student_Information_035 - General Student Report. 5 more cognos reports are currently pending.

Tontribute Materially In The University-wide Process For Continuous Improvement By Assisting Administrative Units In The Evaluation Of Operations

Goal Description

Related Items

NAdministrative Program Review Evaluation

Performance Objective Description

Administrative Program Review will be evaluated by the department undergoing the review. APR will receive a satisfactory rating in this review.

The APR Process Satisfaction

KPI Description

The APR process will receive a rating of at least satisfied on the evaluation rubric completed by the administrative department under review.

Results Description

The results of the survey's after APR is complete continue to be positive. The only feedback that was not satisfied or extremely satisfied was by a smaller department that choose not to have the weekly meeting to complete the self-study. Additional feedback was received regarding having salary information readily available, it was determined that departments are not using that information, so in the future that information will not be provided unless specifically asked for.

TEXPAND Administrative Program Review

Performance Objective Description

Expand the Administrative Program Review process into more University departments

The continue to conduct and improve APR

KPI Description

Continue to conduct and improve the APR process.

Results Description

Going into FY 17, Five departments have completed APR with eight additional departments currently in process. Three of those departments are scheduled to wrap up by the end of October. The departments are completing the process more quickly with better feedback from the Peer Review Committee as the Assistant Director learns the best practices for the process. Some more training for the Assistant Director will be scheduled to fill in some learning gaps in the strategic planning process.

Division of Finance and Operations

ADMINISTRATIVE USE ONLY-SACSCOC REPORT Department: Finance and Operations, Vice President

Sam Houston State University

President, Office of

Finance and Operations, Vice President

P Advance Student Success

Goal Description

Increase and develop university resources and infrastructures that support the intellectual transformation of students.

Related Items



Performance Objective Description

Departments will identify additional third party solutions that will simplify/facilitate business processes.

3rd Party Solutions

KPI Description

- Departments must identify one business processes that may be better supported by 3rd party solutions.
- Department heads will prepare and submit proposals at 1-on-1 meetings with VPFO.

Results Description

Of the seven divisional units within Finance and Operations, four were successful in implementing third party solutions which will enhance and improve business processes. These areas impacted include Facilities management, Human Resources, Purchasing and Treasury. Evaluations on additional third party options are taking place and will reported during the next reporting cycle.

🐌 🛍 Expand Student Employment

Performance Objective Description

VPFO departments will seek to serve full-time institutional support functions through the establishment of student employment opportunities that enhance student preparation for the workforce by imparting real world experience in their fields.

Student Employment Within VPFO Departments

KPI Description

- Department will identify opportunities for increasing student employment as part of budget request.
- Department will report pre and post implementation student employment headcount quarterly.
- Departments will calculate and report dollar and/or operational efficiency impacts quarterly, if any.

Results Description

Each divisional unit within Finance and Operations evaluated their processes to determine areas where student employees could assist with enhancing operational efficiencies, as well as, to contribute to their preparation for the workforce by imparting real world experiences. Two of our units identified such areas and proceeded with the hiring. Other department heads determined and reported current maximization of student resources. Each unit will continue to monitor and assess their operations in order to continue to underwrite the success of our students.

Illincrease/Develop University Resources For Student Employment

Performance Objective Description

Identify resources to increase on-campus employment opportunties in an effort to increase student persistence and success.

Budget Analysis And Allocation

KPI Description

- Identify funding strategies
- Prepare and submit proposals to cabinet
- Monitor and report impact of funding allocations

Results Description

Tata Driven Decisions

Goal Description

Develop and implement reporting tools and reports that allow visibility into revenue and expense activities across the campus.

Related Items



Performance Objective Description

Departments will identify a variety of HE specific bechmarks (or private sector if applicable) and develop KPI metrics that monitor and compare institutional performance.



KPI Description

- Departments will identify industry specific benchmarks and develop related KPI's.
- Department heads will report departmental performance to VPFO.

Results Description

Within the Division of Finance and Operations, 3 units identified HE specifics benchmarks to which they compared institutional performance. The Composite Financial Index was used to establish a baseline of financial health, the Energy Utilization Index was used to establish rates of energy consumption and Facility Management performance selected performance indicators from APPA. In addition, the office of risk management evaluated the BCP according to the Homeland Security Exercise and Evaluation Program.

Timancial Analysis Models

Performance Objective Description

Departments will develop replicable reporting models that allow measurement of enterprise performance to budget, PY and support modeling for future periods.

Reporting Models

KPI Description

Departments will develop:

- -Revenue Analysis report by Major elements
- -Expense Trend and Budget Analysis Report
- -Budget Report for quarterly reporting to TSUS
- -Auxiliary enterprise P&L
- -Working capital report

Results Description

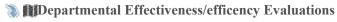
4 units developed reporting models for measuring their fiscal performance in the areas of revenue analysis, expense trends and budgeting, P & L and working capital.

The Identify Disruptive Change Opportunities

Goal Description

Identify opportunities to increase institutional revenues, explore privatization/contracting, evaulate departmental effectiveness.

Related Items



Performance Objective Description

- Departments will collaborate with institutional efforts focused on organizational efficiency.
- Identify external consultant support as needed.
- Engage external consultants to evaluate departmental operations.

MIncrease Revenues

Performance Objective Description

Develop and implement solutions that increase institutional revenues.

Revenue Enhancement

KPI Description

- Change investment strategies
- Develop new student assessment frameworks

Results Description

Investment revenue increased by 1.8 million due to investment strategy improvements.

Trivatization And Contracting

Performance Objective Description

Explore opportunities for outsourcing organizational activities to increase revenues, reduce cost or increase efficiency.

Privatization And Outsourcing

KPI Description

- Departments will identify one activity that can be outsourced.
- Proposals will be submitted to VPFO for consideration at 1-on-1 meetings.

Results Description

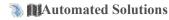
Organizational units did not determine a current need to employ external consultants within the FY15/16 cycle. Consideration will be ongoing. It was also determined that outsourcing opportunities were limited as well for this evaluation cycle. One unit is evaluating options to outsource some printing functions to Wells Fargo Bank. Much improved operational efficiency was recognized through efforts within our eProcurement system, Sciquest. Adding modules for sourcing and accounts payable allowed for fully automated RFP/Bid processes as well as improved cycle times from time of invoice received to payment. Improved efficiency within facilities wrok order processing was recognized by the migration to FAMIS 4.0.In addition, investment revenues increase by 1.8M due to investment strategy improvements.

Tincrease Efficiency Of University Operations

Goal Description

VPFO departments will continue to develop and deploy automated solutions.

Related Items



Performance Objective Description

Departments will identify additional third party solutions that will simplify/facilitate business processes.

🐌 🖺 3rd Party Solutions

KPI Description

- Departments must identify one business processes that may be better supported by 3rd party solutions.
- Department heads will prepare and submit proposals at 1-on-1 meetings with VPFO.

Results Description

Of the seven divisional units within Finance and Operations, four were successful in implementing third party solutions which will enhance and improve business processes. These areas impacted include Facilities management, Human Resources, Purchasing and Treasury. Evaluations on additional third party options are taking place and will reported during the next reporting cycle.

Develop Automated Processes

Performance Objective Description

Departments will continue to develop automated processes to simplify/facilitate business processing.

Automating Processes

KPI Description

- All departments will identify one business process they will redesign from paperbased to computer supported.
- Department heads will discuss proposals at 1-on-1 meetings with VPFO.

Results Description

Organizational units within VPFO division have implemented numerous automated systems and procedures which have resulted in improved efficiency throughout the division. Automated forms and processes have helped to expedite operations within the controller's office, treasury office, procurement and UPD. In addition, our fleet rental program has been a success and has a positive cash flow.

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Controllers Office

Sam Houston State University

President, Office of

Finance and Operations, Vice President

Controllers Office

Tidentify Disruptive Change Opportunities

Goal Description

Identify opportunities to increase institutional revenues, explore privatization/contracting, evaulate departmental effectiveness.

Related Items

Trivatization And Contracting

Performance Objective Description

Explore opportunities for outsourcing organizational activities to increase revenues, reduce cost or increase efficiency.



KPI Description

• Review operations and propose activities that could be outsourced to a third party at reduced cost to SHSU.

Results Description

During fiscal year 2016, the Controller's Office evaluated departmental effectiveness in order to identify opportunities to increase institutional revenue and explore the cost benefit of privatization. Through the year, the VP of Finance and Operations also worked on the same objective through the means of reorganization of the Finance and Operations division at Sam Houston State. This reorganization eliminated the most of the prior inefficiencies thus making privatization imprudent.

Tincrease Efficiency Of Operations

Goal Description

The Controller's Office will develop and deploy automated solutions.

Related Items

Increase Use Of PerfectForms Or Other Workflow System

Performance Objective Description

The Controller's Office will work to evaluate paper based forms to determine the best method for automating the process into an online form that contains appropriate workflow.



KPI Description

- Improve Disbursement & Travel Forms that are all paper-based at this time.
- Automate journal entry process used by departments for correcting financial accounting.

Results Description

As a rule, the Controller's Office strives for efficient and effect processing of all working procedures. In efforts to improve upon these procedures, the Controller's Office evaluated the use of all paper base forms and filing systems to determine if the best method of automation was being employed. Through the evaluation, two processes were identified as candidates for improved automation and efficiency.

First, the interdepartmental orders that are processed through the Controller's Office are mostly completed in the paper form. The Controller's Office has met with supporting departments and establish a workflow for automation. The department is continuing work to automate this process into 2017.

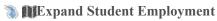
The second process identified for increased automation is the journal voucher entry and approval processes for Disbursements and Travel. The processed was streamlined through shared folders on the Common Drive. This allowed requisitions to be posted, processors to obtain the requisition instantly, and processes batches of journal vouchers with greater efficiency. After processing information, the newly created journal voucher could then be seen in its entirety in the approval queue thus streamlining the approval process, as well.

Tincrease Student Participation In Office Operations

Goal Description

The Controller's Office will evaluate ways to incorporate and increase student participation in office operations. This will include hiring new positions and creating specific programing with COBA.

Related Items



Performance Objective Description

The Controller's Office will evaluate current personnel needs and department operations to determine where we can enhance student participation in operations.



KPI Description

- Increase student employment from 2014 to 2015.
- Calculate dollar and/or operational efficiency impacts.

Results Description

The Controller's Office evaluated the student work force within the department and reflected upon the cost of the labor provided in comparison to the experience and expertise gained by the students. After careful consideration, the decision was made not to employ additional student workers but to invest additional time and energy into training the dedicated students currently employed. Each student has attended additional supplement training during office hours and expanded their duties to paraprofessional status. They take pride in their jobs and growing daily in knowledge and skill.

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Facilities Management

Sam Houston State University

President, Office of

Finance and Operations, Vice President

Facilities Management



Goal Description

Increase and develop university resources and infrastructure that supports intellectual transformation of students

Related Items

🐞 🛍 Seek Opportunities To Expand The Use Of Student Workers

Performance Objective Description

Identify opportunities for increasing student employment with focus on increasing department efficiency.

KPI Description

Identify one opportunity to increase student employment as part of the budget process

Results Description

Facilities Management received new initiatives money at the start of FY2016; a portion of this money was combined with existing funds to create two new student positions. The student positions are in the Associate Vice Presidents Office and perform a high volume of administrative work. These positions welcome visitors to our department, direct meeting traffic, perform administrative work, such as: filing, receiving, inventory and campus outreach.

Neport Any Dollar Saving And/or Opererational Efficiency Impacts Monthly

KPI Description

FM will develop end of the month reports on any dollar savings and/or operational efficiencies created by employment of additional students.

Results Description

The Facilities AVP Office was able to realign work task among students and full time employees that enables the department to maximize efficiency. Originally Full Time Staff members were taking inventory, greeting and providing direction and meeting updates to visitors, filing, picking up and distributing mail, as well tending

to more Facilities Management Job Specific task, reporting, human resources, budgeting etc. By realigning the reception and general administrative task to students, full time staff is now able to allocate more time and focus to more specialized material/duties.

Student labor is estimated to be an expense of \$20,000 p/year, while the addition of a full time employee (Administrative Assistant III) would be upwards of \$28,000 not including benefits.

Report Student Employment Count Monthly

KPI Description

FM administration will develop end of the month reports providing list of existing student workers and the area they work in.

Results Description

At the conclusion of FY 2016 Facilities Management has 32 Student Assistant positions in a variety of job placements. While keeping the more laborious positions filled tends to be difficult, the Administrative and Office positions remain full with little turnover.

Central Stores	4
Carpenter Services	2
Fleet	3
Utility & Campus Energy	2
Customer Service	3
AVP Office	2
FPC	1
Campus Space	1
Parking Services	2
BLS	12

Tidentify Disruptive Change Opportunities

Goal Description

Identify opportunities to increase revenue, explore privatization/contracting out, and evaluate effectiveness.

Related Items

MIdentify Means Of Increasing Operational Efficiency And Explore Use Of Department Wide Evaluations To Do So

Performance Objective Description

Identify means of increasing operational efficiency and explore use of department wide evaluations to do so.

Collaborate With Institutional Efforts Focused On Organizational Efficiency And Identify Support As Needed

KPI Description

Collaborate with institutional efforts focused on organizational efficiency and identify external support as needed

Results Description

New leadership effective July 1, 2017. Facilities Management is currently researching other alternative software to replace Energy Cap and Famis Cloud.

🐞 🖺 Engage External Consultant To Evaluate Department Operations

KPI Description

Idnetify external consultant to evaluate department operations and funding permitted, engage via procurement path.

Results Description

New leadership as of July 1, 2016, this KPI is on hold. Associate Vice President is evaluating the entire department and making changes where needed.

MIdentify Privatization And Outsourcing Opportunities

Performance Objective Description

Explore opportunities for outsourcing organizational actiavities to increase revenues, reduce cost, or increase efficiency.

🐞 🖺 Identify One Activity That Can Be Outsourced

KPI Description

Identify one activity that can be outsourced

Results Description

New Leadership effective July 1, 2016, this KPI is under review.

Submit Proposals To VPFO In 1-on-1 Meetings

KPI Description

Submit proposals to VPFO in 1-on-1 meetings

Results Description

New leadership effective July 1, 2016. Associate Vice President for Facilities Management meets bi weekly with the Vice President of Finance and Operations.

Goal Description

Improve the energy performance campus buildings through measurement of consumption, implementation of energy saving projects, and validation of savings programs.

Related Items

Name And General Buildings (Section 2) And General Buildings

Performance Objective Description

Through the gathering of facts and numerical analyses, highlight the success of the program during this period and provide recommendations for improvement.



The Energy Conservation Program

KPI Description

Provide a report of achievements and recommendations centered on the energy conservation program.

Results Description

New Leadership effective July 1, 2016. Energy and Water Conservation Program to be established under new leadership.

Compare Energy Reduction Performance In Educational And General Buildings Against One Or More Benchmarks

Performance Objective Description

For all Educational and General Buildings, the Energy Utilization Index (EUI) or energy consumption per gross square foot in FY 2015 shall be measured against an appropriate benchmark(s) rate of consumption.

Reduce FY 2015 Energy Utilization Index (EUI) In Educational And General Buildings By 5 Percent Under An Appropriately Established Benchmark

KPI Description

FY 2015 EUI in Educational and General Buildings shall be reduced by 5 percent below the average EUI over the last three years (2012, 2013, and 2014) (107.32). A three year moving average was selected as a benchmark to smooth out inconsistencies in annual energy use, such as weather, reporting errors, or other building energy use anomalies.



Results Description

Reduction of 5% reached and maintained through FY 2016.

🐞 🛍 Introduce New Projects And Programs To Reduce Energy Consumption

Performance Objective Description

The offices of Energy Management and Plant Operations will exercise all opportunities available to introduce new projects and new programs that will save energy in our Educational and General buildings.

Transport of State State Serior Ser

KPI Description

Energy Management and Plant Operations staff will identify major energy reduction projects and programs to make an impact on energy utilization. At least one major energy saving project and one program initiative will be identified and submitted for funding consideration in the annual budget request.

Results Description

U&E Management and Facilities Services (Plant Operations) participated in the Willdan Sustainable Schools Program. This program was offered at no fee, however once the program was completed any recommendations that were suggested would have a repair cost.

Study showed that SHSU could experience major energy reduction if the Automatic Controls to campus lighting were implemented on the following Buildings: The Woodlands, GPAC, Old Main Market. (Old Main Market has a timer system but it is not connected to the Building Automated System). This energy saving project was not implemented due to lack of funding.

Tincrease Efficiency Of University Operations

Goal Description

Develop and deploy automated solutions.

Related Items

Develop Automated Processes

Performance Objective Description

Develop automated processes to simply/facilitate business processing.

🐌 🗎 Discuss Proposals At 1-on-1 Meetings With VPFO

KPI Description

Discuss proposals at 1-on-1 meetings with VPFO

Results Description

New Leadership effective July 1, 2016. Facilities Management AVP attends Bi-Weekly Direct Report meeting with the SHSU VPFO

™ Identify One Business Process To Redesign From Paper-based To Computer Supported

KPI Description

Identify one business process to redesign from paper-based to computer supported

Results Description

New Leadership effective July 1, 2016. Facilities Management processes and procedures are currently being evaluated for efficiency. New software programs are also being researched to see if there is a more suitable software for work orders, energy management, and central store management.

TMake Data Driven Decisions

Goal Description

Develop and implement reporting tools and reports that allow visibility into revenue and expense activities across campus.

Related Items

MIdentify Benchmarks And Develop KPI Metrics

Performance Objective Description

Monitor and compare institutional performance with peer institutions.

KPI Description

Identify and use KPI's from APPA to use in comparing PEER institutions with SHSU FM performance.

Results Description

APPA Facilities Performance Indicators Survey was submitted last December 2015 for the year 2014-2015. Currently Facilities Management is working on 2015-2016. Facilities Management is able to measure staffing ratios, operating cost, employee satisfaction, square feet, replacement cost, energy analysis, cleaning cost, replacement cost per sq. foot, total acreage, total buildings, total funding, etc. by participating in this survey. Once the survey results are published (late February), SHSU Facilities Management is able to compare these items to other institutions of similar statute, such as: Carnegie Status, Enrollment Range, Number of Buildings, Age of Buildings, etc. SHSU Facilities Management has selected five PEER institutions and will specifically compare the following:

- 1. Operating Cost/Staff Ratios for: Custodial
- 2. Operating Cost/Staff Ratios for: Landscaping
- 3. Operating Cost/Staff Ratios for: Construction/Renovation
- 4. Operating Cost/Staff Ratios for: Maintenance Operations

- 5. Operating Cost/Staff Ratios for: Administration
- 6. Cleanable Square feet
- 7. Gross Square Feet
- 8. Institutional Current Replacement Value (CRV)

Using APPA Key Performance Indicators Program, Identify PEER Institutions

KPI Description

From data compiled by APPA, identity five peer institutions to use in comparing FM performance measures.

Results Description

APPA 2014-2015 Report completed and submitted in the Fall 2015. Currently working on APPA Facilities Performance Indicators Report 2015-2016.

Peer Institutions are as follows:

- Texas State University at San Marcos
- The University of Memphis
- University of California/San Diego
- University of Nebraska /Lincoln
- University West Georgia

ADMINISTRATIVE USE ONLY-SACSCOC REPORT Department: Facilities Planning and Construction

Sam Houston State University

President, Office of

Finance and Operations, Vice President

Facilities Management

Facilities Planning and Construction

Timplement Continuous Improvement Within Division

Goal Description

Require Directors/AVP's to integrate a culture of continuous improvement within their departments.

Related Items

🐞 🛍 Integrate Project Management Software And University Accounting Database

Performance Objective Description

Utilizing web-based product, e-Builder, to capitalize on "real-time" construction project tracking and management from planning phases through completion of FPC projects. Information can be accessed at multiple levels of the project phases and organizational structure. Ultimately, enhancing the over-all project delivery. The integration of BANNER, the University's accounting database, with the project management software, reflects accurate information and an intense process of checks and balances.

🐞 🖺 Comparison Of Project Costs Via Cognos Report

KPI Description

Review monthly the FPC Monthly Manager Reports and Cognos dashboards to track Project softcosts, Design and General Contractor Contracts and Project change orders in comparison to Total Project Cost (TPC) and BANNER Budget pools. The Cognos report run daily compares BANNER and eBuilder project costs and is used to determine need for redirection and analysis of risks exposure. Less than a 1% variance is considered successful when comparing Banner and eBuilder...:

- 1. Project Budgets
- 2. Expenditures
- 3. Encumbrances
- 4. Rem Balances

Results Description

- 1. Project Budgets .05%
- 2. Expenditures 0.00%
- 3. Encumberances .09%
- 4. Rem Balances .05%

Overall average 0.05%

Provide For Continued Improvement In Campus Facilities And Grounds

Goal Description

Boost participation of campus departments in the verification of their facilities space and improve departmental understanding of the Texas Higher Education Coordinating Board (THECB) space coding structure.

Related Items

🔊 🛍 Increase Campus Participation In The Verification Of Their Facilities Space

Performance Objective Description

With the constructed environment expanding every year and the existing campus rooms in a constant state of change, it is important that campus spaces are reviewed on a regular basis. We can make significant improvements in the use of space through reliable information. It is imperative that the space users collaborate with the Facilities Planning Office to ensure that the facilities space data sent to the THECB is accurate. There are a number of decisions made by the THECB and state legislature based on this data, including funding for new construction.

Achieve 100 Percent Annual Inventory Responses From Departments

KPI Description

Annual inventory review performed by the institution's departments during March-April of each year. A new web program has been designed to access buildings and rooms by department. Review requests will be communicated to department contacts and managers. A percentage of the departments responding will be reported to the Director of Facilities Planning & Construction and the Associate VP of Facilities Management. The introduction of the program yielded only a 55% response. A range of 98%-100% response is desired.

Results Description

- The initial request for department facilities space review went out to the campus departments in March 2016: 78% responded
- The reminder email was sent out the first week of June 2016 to those departments not responding with a copy to their College Dean. An additional 18% responded.
- A total of 122 out of 127 departments responded for this year's annual facilities space review. This total response of 96% is a great improvement over 66% and 55% at the introduction of the program.

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Plant Operations

Sam Houston State University

President, Office of

Finance and Operations, Vice President

Facilities Management

Plant Operations

Tentral Fleet Pilot Program

Goal Description

Complete the implementation of the Central Fleet Pilot Program. This includes developing the policies and procedures for the campus. Implement a marketing effort and incorporate into FAMIS 4.0

Related Items

Central Fleet Marketing

Performance Objective Description

Implement a marketing program for the Central Fleet.

Start Of Fleet Marketing

KPI Description

Implementation of a marketing program to the users on campus for the Central Fleet Program. The target date for implementation is the first of April 2015.

Results Description

This KPI was completed on time. The current marketing for the Central Rental Fleet is "BearKat Wheels". We have expanded the program through direct contact with our customers on campus, surveys and small giveaways to our customers. Our goals for a significant increase in the usage of our vehicles has been met.

Complete Policies And Procedures

Performance Objective Description

Complete all of the policies and procedures for Central Fleet. This includes published forms, policies, procedures for clients, FAMIS procedures for Fleet Personnel and reservation of physical space for fleet vehicles.

Central Fleet FAMIS Procedures

KPI Description

Documentation of the final FAMIS procedures for the Fleet Program. Target date is April 2015.

Results Description

The Rental Fleet procedures have been implemented completely and the program is running smoothly. The program as a whole is very successful achieving all the goals set for this program. All rental charges are FUPLOAD on a weekly basis. This KPI was completed 100% and well before the deadline.

The contral Fleet Policies And Procedures

KPI Description

Complete and post the Central Fleet policies and procedures on the Facilities Mangement Web Site. Target date is mid March 2015.

Results Description

This KPI was achieved on time and 100%. The policy has been published and posted. The procedures for customers have been well established and the program is a success. Attached are the published policies for the Rental Fleet.

Tentral Fleet Pilot Program

Goal Description

Complete the implementation of the Central Fleet Pilot Program. This includes developing the policies and procedures for the campus. Implement a marketing effort and incorporate into FAMIS 4.0

Related Items

There are no related items.

P Implement FAMIS 4.0

Goal Description

Complete the implementation of FAMIS 4.0. This will include migrating data from FAMIS XiR2 and adapting all the business processes to fit with the new program.

Related Items

🐞 📭 FAMIS CLOUD Go Live

Performance Objective Description

Going live with FAMIS CLOUD. Using FAMIS CLOUD for work orders, projects, PREQ(s) and PO(s).

🔊 🖺 FAMIS CLOUD Go Live Date

KPI Description

The date that FAMIS CLOUD is used by the shops for work orders and PREQ(s). This includes Purchasing, Inventory and Projects. The initial target date is December 19, 2014.

Results Description

FAMIS went GO LIVE on 2/15/15. This KPI was achieved but did not meet the target date.

Migrate From FAMIS Classic

Performance Objective Description

Discontinue using FAMIS Classic for work orders, purchase requisitions, billing and warehouse inventory by April of 2015

Completion Of Data Migration

KPI Description

The date that data migration is complete from FAMIS classic including work orders, projects, labor hours, PREQ(s), PO(s), work order costs. The target date is June 2015.

Results Description

The FAMIS CLOUD data migration is complete. This KPI is 100% complete and has been completed on time. FAMIS CLOUD procedures have all been established and efficiency of documentation has improved.

Termination Date

KPI Description

The date FAMIS Classic is no-longer used in the shops and the warehouse. The target date is the end of March 2015.

Results Description

This particular KPI was completed on time. FAMIS classic data was archived 3/1/15 and the program removed from the servers.

Plant Operation Metrics

Goal Description

Develope four or five metrics for Plant Operations to measure efficiency and performance of maintainance staff.

Related Items

Time [18] Improve Completion Time

Performance Objective Description

Improve the time we complete the work orders (both reactive and PM). This is based on the priority of the work order which sets the target completion date.



KPI Description

On a monthly basis, track the average days to completion for both Service Requests and PM Requests. The target is 3 days for Service Requests and 10 days for PM work orders.

Results Description

We have not met our goals for this KPI. A portion of the issue is the process by which we document our actions. We are improving in documentation but we need to continue to improve. The average for service days is closer to 4 days and for PM(s) closer to 20 days.

Improve PM Performance

Performance Objective Description

Increase the percentage of PM work that are completed and lessen the percentage of PM work orders that are deferred.

Percentage Of Deferred PM(s)

KPI Description

On a monthly basis, track the percentage of PM work orders that are deferred on a per shop basis. The target is less than 20% of PM work orders are deferred.

Results Description

It has been a long process to get the PM(s) scheduled in FAMIS Cloud. The schedules all came over in the data migration but the means by which the work orders are generated are significantly different from Classic to the Cloud. However, we do have man of the PM(s) scheduled and similar to other KPI(s) based on data from FAMIS, it has been a struggle to get the correct information out of the program. We have finally succeeded and the latest data is well below expectations. Our current completion of PM(s) is 50%. We need to improve in this area significantly.

Time Response Time

Performance Objective Description

Decrease the response time for reactive work orders. This is based on actual response time versus the target response times bases on work order priorities.

🐌 🖺 On Time Response

KPI Description

On monthly basis, track the percentage of time (on a per shop basis) that the target response for reactive work orders are met. This is bases on the priority of the work order. Our target is a 90% success rate.

Results Description

FAMIS Cloud is not fully mature software. It was very difficult to get accurate

data from the system but we have accomplished the process for documenting this KPI. We found flaws in our documentation process and are working to correct the process. Currently we are falling short of our goals for this KPI and stand at about a 60% success rate for meeting our goals. We are still improving the documentation process.

mImprove Work Hours Efficiency

Performance Objective Description

Increase the hours technicians actually spend working on equipment. Improve "wrench" time.

🐌 🖺 Percentage Of Work Hours

KPI Description

On a monthly basis track the work hours of each shop charged to work orders on a percentage basis. Our target is 75%.

Results Description

We have no been able to accurately confirmed this KPI. Work is still needed to confirm the results from our maintenance program.

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Office of Treasury and Investment Management

Sam Houston State University

President, Office of

Finance and Operations, Vice President

Office of Treasury and Investment Management

P Advance Student Success

Goal Description

Develop resources and opportunities to support the intellectual transformation of students which will enable them to succeed once they have graduated from our University.

Related Items

🐌 🛍 Expand Opportunities For Student Employment

Performance Objective Description

Treasury will seek to establish student employment opportunities that will allow students to obtain practical work experience that is related to their field of education.

\infty 🖺 Student Employment Within Treasury

KPI Description

- Identify practical opportunities that will increasing student employment and be funded as part of the budget process.
- Show an increase in student employment by adding at least 1 student worker to the department.

Results Description

Treasury added a student worker during the year, which has been very helpful to our operations.

Timprove Participation Of Vendors

Performance Objective Description

Work with vendors to improve their participation in career services events such as career fairs.

Add Vendors To Career Service Events

KPI Description

- Work with Treasury's vendors to boost opportunities especially in finance/banking and retail/marketing.
- Track participation of Treasury's vendors in such events on an annual basis.

Results Description

• Pepsi is now working to recruit students and participate in recruiting

P Data Driven Decisions

Goal Description

Develop and implement reporting tools and reports that allow visibility into revenue and expense activities across campus.

Related Items



Performance Objective Description

Treasury will identify benchmarks and develop KPI metrics that monitor and compare institutional performance.

Departmental Efficiency/Effectiveness

KPI Description

- Treasury will identify industry-specific benchmarks and develop related KPI's.
- Prepare and submit report to VPFO.

Results Description

- We have started to quantify and measure various metrics for the Bursar's Office including number of calls, emails, and in-person visits by deploying various analytical tools
- We are also comparing banking and investment performance to peers

Tinancial Analysis Models

Performance Objective Description

Treasury will develop reporting models to measure performance to budget and support modeling for future periods.

Neporting Models

KPI Description

- Develop reports to track the current year revenue generated from the investment of operating funds.
- Create a model to predict future revenues that will be generated by our investment activities.

Results Description

- Created reporting models to track monthly gains and losses
- Budgeting annually for investment performance with a goal to expand the timeline to a 3-year view

Timprove Operational Efficiency

Goal Description

Treasury will evaluate and deploy solutions to improve the efficiency of the University's operations.

Related Items



Performance Objective Description

Identify third party solutions that will simplify or facilitate business processes on campus.

3rd Party Solutions

KPI Description

- Identify one business process that may be better supported by a third party solution.
- Prepare and submit proposal to VPFO at 1-on-1 meeting.

Results Description

• We are reviewing ways to utilize a third party solution for the printing and mailing of checks

Develop Automated Processes

Performance Objective Description

Treasury will continue to develop automated processes to simplify/faciliate business processing.

Automating Processes

KPI Description

- Treasury will identify one business process that will be redesigned from a paper-based process to a computer-based solution.
- Prepare and submit proposal to VPFO at 1-on-a meeting.

Results Description

• We have automated the cashing of checks from a manual process to one that is done electronically through the use of a check scanner

• We have also updated the process to issue a wire transfer from a manual process to one that is generated electronically from Treasury

Tinnovate And Identify Disruptive Change Opportunities

Goal Description

Identify opportunities to increase institutional revenues, explore privatization/contracting, and evaluate departmental effectiveness.

Related Items



Performance Objective Description

- Treasury will collaborate with institutional efforts focused on organizational efficiency.
- Identify external consultant support as needed.
- Engage external consultants to evaluate departmental operations.

Increase Revenues

Performance Objective Description

Develop and implement solutions that increase institutional revenues.

🐌 🖺Revenue Enhancement

KPI Description

- Change investment strategies for operating funds.
- Consider new alternatives to generate additional alpha from endowment funds.

Results Description

- Significant changes to the investments for operating funds have been implemented
- Proforma figues show almost \$1.8Mn in investment revenue for FY16, which is a significant increase over budget
- Consider various alternatives for operating and endowment for FY17

Privatization And Contracting

Performance Objective Description

Explore opportunities to increase revenue, reduce cost, or increase efficiency.

🐞 🖺 Privatization And Outsourcing

KPI Description

• Treasury will identify one activity that can be outsourced.

• Prepare and submit proposal to VPFO at 1-on-1 meeting.

Results Description

- We are currently evaluating options to outsource some of our printing functions to Wells Fargo through the use of earnings credit
- We anticipate making additional progress during the coming 12 months

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Procurement and Business Services

Sam Houston State University

President, Office of

Finance and Operations, Vice President

Procurement and Business Services

P Data Driven Decisions

Goal Description

Develop and implement reporting tools and reports that allow visibility into revenue and expense activities within our Division

Related Items



Performance Objective Description

Develop and implement reporting tools and reports that allow measurement of procurement processes within SciQuest and Banner for University reporting and State reporting.

Reporting Models For Procurement And Business Services

KPI Description

Develop reports in SciQuest to produce analysis information on: Spend by Supplier

Dashboard Reports for Departments on Spend

Spend Summary by ORG, Supplier and Item

Purchasing Reports by category

Results Description

The following reports can be generated from the new SciQuest (BearKatBuy) eProcurement system:

Spend by Supplier

Dashboard Reports for Departments on Spend

Spend Summary by Department, Supplier and Item

Purchasing Reports by Category

Requisition Submit to Completion time (generated by SciQuest Client Partner)

SHSU ORG Spend by Supplier Fiscal Year to Date (reported to TSUS monthly)

SHSU ORG Spend by Supplier Monthly (reported to TSUS monthly)

- Approvers6_10_16
- Housing Maintenance Organization Spend By Supplier
- SHSU Organization Spend By Supplier Fiscal Year to Date 8-1-16
- SHSU Organization Spend By Supplier Monthly 7-1-16 to 7-31-16

Tincrease Efficiencies Of University Operations

Goal Description

Continue to develop and deploy automated solutions

Related Items

The Develop Automated Processes

Performance Objective Description

Work within the new eProcurement SciQuest system to add approval of forms through the electronic workflow process, thus improving efficiencies for departmental end users.

Automating Processes In Procurement And Business Services

KPI Description

Add Finance and Procurement forms to the SciQuest system to automate the workflow and approval processes within the new eProcurement system, giving end users one system to operate in.



Results Description

Procurement and Business Services has implemented the Non-Catalog Form, Blanket Order Form, Purchase Order Change Notice, and Library Order Form within the new BearKatBuy eProcurement System. All forms have budget check, workflow and approvals behind the scenes. We have a total of 737 campus end users who hold the role of Requestor (ability to process purchase requests). We continue to have ongoing training for new hires and transfers throughout the year. This addition has greatly reduced the amount of paper our offices have to touch, while providing administrators searchable documents.

We will continue to add additional forms to the system in FY17 to increase efficiencies for our end users across campus. Some of the additional forms to be added are Direct Pay form, Food/Beverage FO-19, Membership, and Property forms.

Division of Information Technology

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: IT Client Services

Sam Houston State University

President, Office of

IT, Vice President

IT Client Services

Analyze Opportunities To Increase Campus Efficiency

Goal Description

Client Services will continuously analyze processes to increase campus efficiency in one or more of the following areas: costs, operations, and communications.

Related Items

The state of the s

Performance Objective Description

Client Services will evaluate at least one process within the department to increase campus efficiency.

🐞 🖺IT Service Tool - Service Delivery Improvements

KPI Description

Client Services will lead the division in efforts to improving service delivery for a more positive customer experience level, specifically with improvements to our IT "ticketing" tool by (1) reducing the service catalog options; (2) streamlining processes for end users; and (3) creating a more easily-navigable portal; all areas based on user feedback from both "internal" IT staff and the "external" campus community.

Results Description

These items have been accomplished. On January 11th, a new Service Catalog was published that reduced our offerings by 2/3. We opted for broader Services and Categories to accomplish this significant reduction. We also introduced a new redesigned portal experience for our end users with quick ways of entering commonly placed tickets right from the main page. We were able to contact those that participated in focus groups for feedback on how well we delivered on their needs. Feedback from both internal and external clients was extremely positive.

Improvement Of Division-wide Communications

KPI Description

Client Services will lead the division in efforts to develop and implement a division-level communications plan outlining communication efforts both internal (within the division) as well as external (to the campus community). This was initiated in 2013-2014 but not completed.

Additionally, the department will lead the division in improvements to the division's website, newsletter, and social media outlets, providing more regular postings and informational updates. We will also reach out to the campus community to determine alternative (and best) venues for disseminating information.

Results Description

The communication plan was delivered to the VP of IT on October 22, 2015.

A small revision was completed in January 2016 to outline the establishment of an "Incident Command Center."

The division-wide signature has been implemented as of July 2016. The managers have been requested to update their email signatures and to notify their staff to do the same. This plan has not been widely distributed as no official feedback has been received noting it meets the requirements.

Client Services communication and web staff conducted usability testing of the IT@Sam website. Many devices were used to complete the set of actions using the IT@Sam website including Smartphones, laptops, and desktops. The feedback from 164 faculty, staff and students was received and analyzed. Recommendations such as correcting broken links, changing the location of links, and updating the mobile menu were implemented. There were no recommendations from the analysis of the feedback for substantial changes.

Newsletter improvements efforts were suspended due to the departure of the communications specialist. This effort will be revisited when the new specialist starts.

Social Media statistics for FY16:

29 blog posts were made that obtained 2325 views.
258 Tweets resulting in 68,205 impressions.
An increase of 59 Facebook Page likes, 276 total FB posts that received 32,621 views.

Tech Shop Operational Improvements

KPI Description

Client Services' Tech Shop area will develop and demonstrate operational improvements in laptop imaging (specifically turnaround time frames), and updating and documentation of policies and procedures.

Results Description

With the purchase of new imaging server, the Tech Shop has been able to reduce the laptop imaging time to 4 hours from 8-12 hours, resulting in a more efficient process for technicians and a faster turnaround time for faculty and staff to receive reimaged laptops.

All of the Tech Shop processes and procedures were reviewed for updates in fiscal year 2015 and on-going review of knowledge articles is done quarterly with all documents being reviewed at least once a year.

Provide High-Quality Support Services To Campus

Goal Description

Client Services will utilize work order surveys to evaluate clients' perception of the work performed by IT@Sam staff to complete the service request.

Q4 Client Satisfaction Data by Department

Related Items

MService Delivery Will Be Perceived As A Good Experience For The Client

Performance Objective Description

Client Services will utilize work order surveys to evaluate clients' overall perceptions of working with IT@Sam to resolve their request.

Client Overall Perception Of Experience Resolving Service Request

KPI Description

We will deliver a work order survey to the client upon completion of the request. The client will be asked to rate their perception of overall service request experience. Available responses are "Very Dissatisfied, Dissatisfied, Neutral, Satisfied, and Very Satisfied." We will target a 95% or better overall satisfaction rating for Client Services Department-specific survey items.

Results Description

Of 1662 surveys returned, 96% of responders were satisfied (Very Satisfied or Satisfied) with their experience. This result is 1% more than our target of 95% for the year.

Client Services will continue to survey their clients for continual service improvement efforts.

Nervice Delivery Will Be Perceived To Be Provided By Qualified Staff

Performance Objective Description

Client Services will utilize work order surveys to evaluate clients' perceptions of the technical qualifications of the staff member assisting with their requests.

🐞 🖺 Client Perception Of Technical Qualifications Of IT@ Sam Staff

KPI Description

We will deliver a work order survey to the client upon completion of the request. The client will be asked to rate their perception of the technical competency of the IT@Sam representative. Available responses are "Very Dissatisfied, Dissatisfied, Neutral, Satisfied, and Very Satisfied." We will target a 95% or better overall satisfaction rating for Client Services Department-specific survey items.

Results Description

Of 1662 surveys returned, 97% of responders were satisfied (Very Satisfied or Satisfied) with the technical competence of their technician. This result is 2% more than our target of 95% for the year.

Client Services will continue to survey their clients for continual service improvement efforts.

Nervice Delivery Will Be Perceived To Be Timely And Efficient

Performance Objective Description

Client Services will utilize work order surveys to evaluate clients' perceptions of the duration to complete the service request.

Time To Complete Service Request

KPI Description

We will deliver a work order survey to the client upon completion of the request. The client will be asked to rate their perception of overall service request experience. Available responses are "Very Dissatisfied, Dissatisfied, Neutral, Satisfied, and Very Satisfied." We will target a 95% or better overall satisfaction rating for Client Services Department-specific survey items.

Results Description

Of 1662 surveys returned, 96% of responders were satisfied (Very Satisfied or Satisfied) with the timeliness of the completion of their request. This result is 1% more than our target of 95% for the year.

Client Services will continue to survey their clients for continual service improvement efforts.

Nervice Delivery Will Be Perceived To Have Kept The Client Informed

Performance Objective Description

Client Services will utilize work order surveys to evaluate clients' perceptions of how well they were kept informed of the status of their request.

The communication With IT@Sam

KPI Description

We will deliver a work order survey to the client upon completion of the request. The client will be asked to rate their perception of overall service request experience. Available responses are "Very Dissatisfied, Dissatisfied, Neutral, Satisfied, and Very Satisfied." We will target a 95% or better overall satisfaction rating for Client Services Department-specific survey items.

Results Description

Of 1662 surveys returned, 96% of responders were satisfied (Very Satisfied or Satisfied) with the communication level regarding their specific request. This result is 1% more than our target of 95% for the year.

Client Services will continue to survey their clients for continual service improvement efforts.

Provide Quality Information Technology Resources

Goal Description

Client Services will provide resources that meet resource type needs, be reliable and be available when and where needed by the University.

Related Items



Performance Objective Description

Client Services will provide reliable core services to faculty, staff, and students, to include: 10-Minute Promise services to support faculty and classroom technology; mass email services; website services; and IT Training courses for all eligible constituents.

🐞 🖺 Provide "Mass Email" Services To Campus

KPI Description

Client Services will provide (and track statistics for) "mass email" services to campus that include: template creation; content delivery; target audience delivery; and state and federal guideline compliance (CAN/SPAM Act) for faculty and staff.

Results Description

856 mail emails were sent during FY16, an average of 16.46 emails per week. Turnaround time averaged 3-4 days per service request. Web Services currently pulls data from Cognos to facilitate targeted mass emails to a wide range of audiences and is actively seeking ways to automate the process and provide a hands-on service that approved/experienced clients can use to send their own emails.

🐞 🖺 Provide IT Training Beneficial Faculty & Staff In Their Work

KPI Description

Client Services' trainers will provide each attendee of an IT@Sam Training Session with a post-training survey and encourage completion of the survey at all instructor-led sessions. The attendee will be asked to rate their perception of how well the training delivered will benefit their work. Available responses are "Excellent, Above Average, Average, Below Average, Poor." We will strive for a 90% or better rating.

Results Description

Of the faculty and staff that attended training sessions and submitted a post-training survey, 92% indicated that the training they attended was beneficial (Excellent and Above Average) to their work. This result is 2% over the goal for the year.

Training staff will continue surveying training attendees for continued improvement of training content, format, and delivery.

To Faculty Provide Reliable 10-Minute Promise Service To Faculty

KPI Description

Client Services will track 10-Minute Promise services to support faculty and classroom technology for both availability and first-time resolution. We will strive for a 95% or better rating for meeting the promise, and an 80% or better rating for resolving on initial contact.

Results Description

In the past year there were 550 10-Minute Promise service opportunities. The Service Desk met the promise in 530 of those opportunities, a success rate of 96.4%, exceeding the goal of 95%. Resolution was achieved on initial contact 417 times, a success rate of 68.1%, falling short of the goal of 80%. The primary reasons for not achieving this goal are issues that, due to physical, time, or security limitations preclude immediate resolution. These issues include, hardware malfunctions, projector lamp replacements, projector settings, and workstation hardware & software errors.

We are evaluating the reasons for the initial contact rate falling below 80%, and will make appropriate changes to our procedures to help elevate this rate above the planned level. Additionally, more frequent checks on these activities will be performed to help us reach and maintain an appropriate level of initial contact success.

Provide Stable Website Platform For The University

KPI Description

Client Services will provide a stable platform for websites to be created, updated, and viewed. We will strive for an annual 99.75% "uptime" rating.

Results Description

The goal of 99.75% website platform uptime was exceeded for FY16 with a 99.94% uptime rating from September 1, 2015 – August 31, 2016. This exceeds our goal by .19%

Goal Description

IT Client Services will provide time and funding for staff to attend professional development through training and/or conferences.

Related Items



🔊 🎮 Provide Professional Development Opportunities To Client Services Staff

Learning Objective Description

IT Client Services will allocate funding and time for staff to participate in professional development activities which will enhance staff value to students, faculty, staff and alumni.

🔊 🚠 Provide Opportunity For High Quality Professional Development That Enhances

Indicator Description

Client Services will provide high quality professional development opportunities to enhance staff value to students, faculty, staff, and alumni by bringing value to individual employee's work.

Criterion Description

All training opportunities for employees in Client Services are evaluated by their immediate supervisor for necessity and value. The department has used both percapita and on-demand/as-available models for appropriating funding across the various services in the department. We will strive for a 90% rate for professional development activities attended to improve or enhance operational effectiveness related to CS functions.

Findings Description

All trainings attended by Client Service full-time staff were for the improvement or operational effectiveness related to the attendee's job functions.

🔊 🚜 Provide Professional Development

Indicator Description

Client Services staff will meet or exceed the SHSU Human Resources Staff Professional Development requirements (based on classification as staff or managers, as well as hire date in relation to evaluation requirements).

Criterion Description

Tracking and reporting of internal and external is managed through Talent Management. Employee thresholds are based on position (i.e., staff or manager), and the amount of training required per employee is prorated against their hire dates. We will strive for a 100% rate for this criterion.

Findings Description

All Training and Communications staff have achieved the required training credits for the year.

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: IT Enterprise Services

Sam Houston State University

President, Office of

IT. Vice President

IT Enterprise Services

Analyze Opportunities To Increase Campus Efficiency

Goal Description

Enterprise Services (ES) will continuously analyze processes to increase campus efficiency in one or more of the following areas: costs, operations, and communications.

Related Items

The state of the s

Performance Objective Description

Enterprise Services (ES) will evaluate at least one process within the ES area to increase campus efficiency.

Time To Complete Service Requests

KPI Description

Enterprise Services (ES) will measure and track the time to complete service requests, and will implement process efficiencies to make improvements and meet target KPIs where feasible. ES will strive to meet an average service request completion time of 23 days per request on average.

Results Description

ES achieved a mean-time-to-resolution (MTTR) of 13.5 days by evaluating how tickets are assigned in Cherwell. A need was identified and we created the ES Project Review Team adding the Business Analysts to assist with assignment of tickets in a timely manner.



Provide Quality Information Technology Resources

Goal Description

Enterprise Services (ES) will provide resources that meet resource type needs, be reliable and be available when and where needed by the University.

Related Items

The Interprise Services Will Provide Service Accessibility Satisfaction

Performance Objective Description

Enterprise Services will track the manner and/or medium in which resources are delivered to students, faculty and staff.

Evaluate Satisfaction Of Clients With The Manner And/or Medium In Which Resources Are Delivered

KPI Description

Through targeted meetings, ES will survey campus to evaluate if ERP-related systems/resources are delivered satisfactory. ES will survey at least 10 departments annually.

Results Description

ES has worked with the following departments this year to evaluate their services:

- 1. Parking Transportation Services
- 2. Travel & Disbursements
- 3. Admissions
- 4. Registrar's Office
- 5. Academic Affairs
- 6. SHSUOnline
- 7. SAM Center
- 8. Academic Success Centers
- 9. Financial Aid
- 10. BearkatOne
- 11. Student Money Management Center
- 12. Career Services
- 13. COHS Office of the Dean
- 14. Criminal Justice Center advising
- 15. Leadership Initiatives

Many of these meetings resulted in updates to processes and/or software to better meet current needs of the departments.

Trovide Reliable ERP Services To Campus

Performance Objective Description

Enterprise Services (ES) will provide ERP services to campus that are reliable and available.

KPI Description

Track the ERP availability and target a 99.9% planned uptime. The ERP availability will be determined by monitoring core ERP services consisting of Banner INB, Banner SSB, mySam (Luminis), ODS, and Cognos.

Results Description

Excluding planned downtimes (e.g., system maintenance and upgrades), the total ERP availability was an average of 99.925%.

FY2016_Up-Downtimes

KPI Description

Track the ERP availability and target a 99.9% uptime. The ERP availability will be determined by monitoring core ERP services consisting of Banner INB, Banner SSB, mySam (Luminis), ODS, and Cognos.

Results Description

The total ERP availability was an average of 99.905%.



Provide Quality Professional Development Opportunities For Staff

Goal Description

Provide time and funding for staff to attend professional development through training and/or conferences.

Related Items

To Enterprise Services Staff

Performance Objective Description

Enterprise Services (ES) will allocate funding and time for staff to participate in professional development activities, which will enhance staff value to students, faculty, staff and alumni.

Provide Opportunity For High Quality Professional Development That EnhancesValue

KPI Description

Enterprise Services (ES) will provide high quality professional development that will enhance staff value to students, faculty, staff, and alumni. 97.3% of all Professional Development that is attended will result in operational improvement related to ES functions.

Results Description

ES achieved the goal this year by having 100% of trainings result in operational improvements, and will keep the target at 90% for the following year. In the next year, we plan to evaluate how we determine this number to be more efficient in our data collection.

Provide Professional Development

KPI Description

100% of ES staff will satisfy the SHSU Human Resources Staff Professional Development requirements.

Results Description

100% of ES staff has satisfied the required 8 hours (12 hours for managers) of training.

Trovide Quality Service Delivery Experience In Enterprise Services

Goal Description

Enterprise Services (ES) will utilize the work order survey to measure the perception of services delivery by ES.

Related Items

That Is Timely And Efficient Provide Service Delivery That Is Timely And Efficient

Performance Objective Description

Enterprise Services (ES) will utilize the work order survey to evaluate the client's perception of the duration to complete service requests.

Time To Complete Service Request

KPI Description

Client Perception to time to complete service request => 95%

Results Description

99% - 476 out of 479 responses indicated they were either Very Satisfied (457) or Satisfied (19) with the amount of time to complete their service request.

Cherwell Satisfaction Survey Results

The Client Informed

Performance Objective Description

Enterprise Services (ES) will utilize the work order survey to evaluate the client's perceptions of how well ES staff have kept the client informed of request status.

The Level Of Communication Received

KPI Description

ES will strive to receive a 95% rating on Communication received with service requests.

Results Description

99% - 473 out of 479 responses indicated they were either Very Satisfied (457) or Satisfied (16) with the amount of communication received during the process of completing their service request.

Cherwell Satisfaction Survey Results

ADMINISTRATIVE USE ONLY-SACSCOC REPORT Department: IT Infrastructure and Support Services

Sam Houston State University

President, Office of

IT. Vice President

IT Infrastructure and Support Services

To Increase Campus Efficiency

Goal Description

Infrastructure and Support Services will continuously analyze processes to increase campus efficiency in one or more of the following areas: costs, operations, and communications.

Related Items

The Evaluate Processes To Increase Campus Efficiency

Performance Objective Description

ISS will evaluate at least one process within the ISS area to increase campus efficiency.

BEvaluation Of New Software Implementation Process

KPI Description

ISS and CS have jointly made some changes to the software deployment process. We jointly drafted and implemented a workflow within our Cherwell system so that teams would be assigned tasks when work needs to be completed. This process in the past has taken up to 180 days to complete all tasks. With these improvements we have reduced the time to deploy software to approximately 90 days, depending on the size and difficulty of the packaging needed for the software. Workflow between internal and external areas has improved and the fall 2014 semester denotes the first time that all software requested for fall 2014 was deployed before the semester started.

On the external side, communication with clients regarding software request deadlines has been improved as well. Direct communication with the deans and department chairs prior to deadlines has been sent regularly over the last year. Department meetings have been established to talk about the software needs of each academic department.

Results Description

The client satisfaction has greatly improved with regard to the time it takes to deliver software applications and packages to the University community. Although we do not empirical data to support this claim, as this is not a specific question that is asked on the survey, we have reviewed the process with many academic constituents, and the anecdotal feedback suggests that their level of satisfaction has improved greatly. This evaluation point will be removed from next years results as it refers to processes which were put in place several years ago and have now become standard operating procedure.

🐞 🖺 Evaluation Of Server Monitoring

KPI Description

ISS will work to implement tools to monitor the data center activity to be able to proactively respond to alerts that could cause interruption of services to campus. The team will capture the current process and evaluate how to optimize processes for operations and communications.

Results Description

During the review period, the Operations and Systems teams have implemented Microsoft's Systems Center Operations Manager and Dell's Open Manage Essentials.

Provide Quality Information Technology Resources

Goal Description

Infrastructure and Support Services will provide resources that meet resource type needs, be reliable and be available when and where needed by the University.

Related Items

The improvided in the Interest of the Interest in the Interest

Performance Objective Description

ISS will track the manner and/or medium in which resources are delivered to students, faculty and staff.

Evaluate Satisfaction Of Clients With The Manner And/or Medium In Which Resources Are Delivered

KPI Description

Survey campus to evaluate if resources are delivered satisfactory by the Infrastructure and Support Services department.

Results Description

For the review period, ISS received an overall satisfaction rating of 95% on a goal of 95%. Due to this response, it is believed that our customers are generally pleased with the manner and medium our resources are delivered to the campus community.

n Project Delivery Satisfaction

Performance Objective Description

Infrastructure and Support Services will provide satisfactory project delivery

The state of the s

KPI Description

Survey clients with whom ISS provided Project based services in a satisfactory level and target a 95% or better satisfaction rating.

Results Description

During the review period, the Department earned an overall satisfaction rate of 89.68% which is below the goal of 95% satisfaction.

🐌 🛍 Provide Adequate Internet Bandwidth To Campus Community

Performance Objective Description

Infrastructure and Support Services will monitor and provide adequate internet bandwidth to campus community so that core functions can be performed.

Track Internet Availability

KPI Description

Track the internet bandwidth uses to the campus community to determine campus bandwidth demands. Bandwidth utilization is targeted under 75% of available bandwidth during peak hours of 8am to 9pm.

Results Description

We currently have 10Gbps of available bandwidth for the University. During the review period, we had an average sustained throughput of approximately 2.4 Gbps, which is well below the threshold of 75% or less.

To Campus Community

Performance Objective Description

Infrastructure and Support Services will provide core services to include email, web, print and file services to campus that is reliable and available.

Core Services To Campus Community

KPI Description

Track email, main website, print and file services and target a 99.9% uptime.

Results Description

For the review period, we exceeded 99.9% up-time for each of the following critical services: email - 99.99%, main website - 99.95%, print - 99.99%, and file services - 99.96%.

Provide Reliable Internet Connectivity To Campus

Performance Objective Description

Infrastructure and Support Services will provide internet services to campus that are reliable and available.

Internet Total Service Uptimes

KPI Description

Track the internet connectivity available to campus and target a 99.9% uptime

Results Description

During the review period, we achieved 99.96% up-time on our Internet connections. This metric exceeded our goal of 99.9%.

Provide Quality Professional Development Opportunities For Staff

Goal Description

Provide time and funding for staff to attend professional development through training and/or conferences.

Related Items

🐞 🛍 Provide Professional Development Opportunities To Infrastructure And Support Services Staff

Performance Objective Description

Infrastructure and Support Services will allocate funding and time for staff to participate in professional development activities, which will enhance staff value to students, faculty, staff and alumni.

🔊 🖺 Provide Opportunity For High Quality Professional Development That Enhances Value

KPI Description

ISS will provide high quality professional development that will enhance staff value to students, faculty, staff, and alumni. 90% of all Professional Development that is attended will target operational improvement related to ISS functions.

Results Description

The Department continued to provide professional development opportunities to our staff and managers. Well over 90% of this development targeted areas which would lead to improvements in operational efficiency.

🔊 🖺 Provide Professional Development

KPI Description

100% of ISS staff will satisfy the SHSU Human Resources Staff Professional Development requirement, which includes 8 hours for staff and 12 hours for managers.

Results Description

During the review period, 100% of our staff members had 8 or more hours of documented professional development. In addition, 100% of our managers had 12 or more hours of documented professional development.

Goal Description

Infrastructure and Support Services will utilize the work order survey to measure the perception of services delivery by ISS.

Related Items

That Is Timely And Efficient Provide Service Delivery That Is Timely And Efficient

Performance Objective Description

Infrastructure and Support Services will utilize the work order survey to evaluate the client's perception of the duration to complete service requests.

Client Perception Of Time To Complete Service Request

KPI Description

A work order survey will be delivered to the client upon completion of the request. ISS will target to have a Client Perception to time to complete service request at 95% or better satisfaction rating.

Results Description

For the review period, ISS received a 92% satisfaction level regarding the client perception of time to complete the service request. This number misses the goal of 95%.

The Client Informed Perceived To Have Kept The Client Informed

Performance Objective Description

Infrastructure and Support Services will utilize the work order surveys to evaluate the client's perceptions of how well Infrastructure and Support Services kept them informed of request status.

The Level Of Communication Received

KPI Description

Work order survey will be delivered to the client upon completion of the request. ISS will strive to receive a 95% or better satisfaction rating on Communication received with service requests.

Results Description

For the review period, ISS received a 93% satisfaction level regarding the communication of the work orders that received survey responses. This level is just shy of the 95% satisfaction goal.

Division of University Advancement

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Alumni Relations

Sam Houston State University

President, Office of

University Advancement

Alumni Relations

The Image Of The University

Goal Description

Enhance the Image of the University

Related Items

Increase The Number Of Meetings, Events And Attendance

Performance Objective Description

Increase the number of meetings and events, as well as the overall attendance at these meetings and events. Alumni Relations will increase contact and stewardship in regions with concentrations of significant alumni populations, host meetings and events in regions with concentrations of significant alumni populations, and mail invitations to events to all alumni in regional areas, whether active or not.

Increase The Number Of Meetings, Events, And Attendance

KPI Description

Utilize the meetings, events, and attendance report as updated monthly on the Performance Measures report. Our goal for FY'16 is 325 meetings/events with 27,000 total in attendance.

Results Description

Final Totals for FY '16:

Meeting and Events = 352

Event Attendance = 27,675

Communication Pieces = 340

Tecure Private Support For The University

Goal Description

Secure Private Support for the University

Related Items

NIncrease Total Membership In The Alumni Association

Performance Objective Description

Increase membership (Annual, Life, and Complimentary Members) in the alumni association, in order to reach the goal stated for FY 16 in the President's Performance Indicator Report. Membership will be increased through mass mailings to non active alumni, monthly email renewal reminders, and 30, 60, 90 renewal notices to lapsing members in addition to numerous membership appeals throughout the year.



KPI Description

Track membership in Razor's Edge (query RE). Our goal for FY'16 is 12,750 members.

Results Description

Final membership numbers for FY '16:

Annual Membership = 5,853

Life Membership = 2,849

Complimentary Membership = 4,336

Total Overall Membership = 13,038

Meet Gifts Goal (non-dues Income) From President's Performance Indicator Report For FY '16

Performance Objective Description

Meet Gifts Goal (non-dues Income) From President's Performance Indicator Report For FY '16 through event sponsorships, scholarships, and donations.

Meet Gifts Goal (non-dues Income) From President's Performance Indicator Report For FY '16

KPI Description

Utilize Razor's Edge and Banner (Alumni Revenue accounts), and daily alumni deposit membership and gift reporting spreadsheet to monitor progress towards goal. Our goal for FY'16 is \$180,000.

Results Description

Final number for Gifts (non-dues) income for FY '16:

Gifts (non-dues) income = \$180,410

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Development

Sam Houston State University

President, Office of

University Advancement

Development

The University Secure Private Support For The University

Goal Description

The Development Office will secure private support for the University.

Related Items



Performance Objective Description

Meet the contributions goal set within the FY 16 President's Performance Indicators Report.

Contributions

KPI Description

Total contribution dollars that are collected for FY 2016 will give us an indication of how well we are soliciting gifts for the university. Contributions will total to \$18,000,000. Reports will be collected from University Advancement's Alumni and Gift Database.

Results Description

Total contribution dollars as of August 31, 2016 equaled \$16,406,164.

🐞 👊 Donor Participation

Performance Objective Description

Meet the donor participation goal number set within the FY 16 President's Performance Indicators Report.

🐞 🖺 Overall Donor Participation

KPI Description

Total number of donors as a percentage of total addressable prospects during FY 2016 will give us an indication of how well we are reaching the prospects for gifts. Total number of donor participation will total to 11.11%. Reports will be collected from University Advancement's Alumni and Gift Database.

Results Description

Overall donor participation as of August 31, 2016 is 10.42%.



Performance Objective Description

Meet the number of donors goal set within the FY 16 President's Performance Indicators Report.



KPI Description

Total number of donors who give gifts during FY 2016 will give us an indication of how well we are attracting donors for the university. Donors will total to 12,225. Reports will be collected from University Advancement's Alumni and Gift Database.

Results Description

Total number of donors as of August 31, 2016 is 11,806.



Performance Objective Description

Meet the total number of gifts goal set within the FY 16 President's Performance Indicators Report.



KPI Description

Total number of gifts received during FY 2016 will give us an indication of how well we are increasing the number of gifts to the university. Total number of gifts will total to 26,000. Reports will be collected from University Advancement's Alumni and Gift Database.

Results Description

Total number of gifts as of August 31, 2016 is 26,138.

ADMINISTRATIVE USE ONLY-SACSCOC REPORT

Department: Marketing and Communication

Sam Houston State University

President, Office of

University Advancement

Marketing and Communication

Place A Targeted Emphasis On Marketing And Institutional Branding

Goal Description

The university has established a number of strategic goals, of which, marketing and branding are included. The action and performance of the Marketing & Communications department has a direct impact on these university level goals.

Related Items

Broaden And Strengthen Media Network

Performance Objective Description

Marketing & Communications is charged with disseminating information to enhance the name recognition and reputation of the University. The frequency and range of media contacts provides the university with a broad representation of outlets and news dissemination enhancing image and building brand strength.

Number Of Media Professionals Contacted

KPI Description

The number of media contacts made in a given period is an indication of the effectiveness of the university's public outreach. Media contacts can be measured by counting e-mails, keeping telephone logs, and monitoring electronic submissions. Although the majority of media contacts are managed through Marketing & Communications, the indicator will always be under reported due to direct media contact with faculty and/or colleges. The 2015-2016 FY goal is 20,000.

Results Description

Media contacts were substantially lower than goal at 13,100 compared to 20,000. Due to social media, many of the traditional media outlets/reporters are actively monitoring institutions, subjects, people, etc. In addition, many outlets are "reposting" as opposed to developing original content. This trend has greatly reduced the need to reach out through traditional methods.

MExpand Media Placements

Performance Objective Description

The number of media placements measures the effectiveness of Marketing & Communications ability to develop "news worthy" information as well as the relationship and outreach to media.

Number Of Media Placements

KPI Description

Media placements are measured by online clipping and wire services which track SHSU "mentions" in a number of communication channels. FY goal is 22,000.

Results Description

Placements are driven by "newsworthy" content. This academic year, the university saw its fair share of media attention. Placements exceeded goal by 4,605 or 21%.

Through Institution & Branding Through Institution

Performance Objective Description

Marketing is a necessary tool for university success in the current post-secondary education market and in today's strained economic environment. To serve the university's marketing needs the Marketing & Communications Department will support, promote and extend the marketing of a cohesive SHSU brand image and messaging of the highest professional quality.

This will include providing numerous consulting activities to support, and facilitate the development of new marketing efforts and to improve the quality of existing marketing by programs, offices and organizations across the university; and to align all marketing, old and new, with the current SHSU brand image. This endeavor also includes the direct initiation and implementation of numerous professional marketing projects by the Marketing Department such as strategic purchasing of electronic media time and print exposures; brochure and printed program preparation; strategic billboard rental and preparation; multi-media promotional campaigns, etc.

Theoretically and historically, the number of marketing consulting activities and directly implemented marketing projects completed by the Marketing Dept. are associated with increases in the amount, quality and brand cohesiveness of all SHSU marketing.

Number Of Marketing Projects Completed

KPI Description

Marketing projects are implemented to promote a cohesive SHSU brand image of the highest professional quality. It is extremely difficult to directly assess the impact or effectiveness of marketing projects upon the outcomes they are intended to influence. Inferred measures of marketing project impact and efficiency might routinely begin by counting, tracking and relating the number of marketing projects completed in a given time period to instances of desired outcomes in an appropriate reaction period.

At this point in our assessment evolution we are measuring number of marketing projects completed monthly and cumulatively for the year as a means of determining efficiency and balance between demand and resource availability. Based on growing demand and current resources, the FY goal for projects was increased to 3,000.

Results Description

The number of marketing projects completed exceeded goal by 74% or 5,216 compared to 3,000. The majority of this increase was due to the inclusion of projects generated by the Press & Copy Center, which was merged into Marketing & Communications effective March 1, 2016.

🐞 📢 Maintain A Continuous Pipeline Of University Information And News

Performance Objective Description

The Marketing & Communications department is charged with disseminating information to enhance the name recognition and reputation of the University. The news releases and articles goal measures outreach to support the strengthening of the SHSU brand.

🐌 🖺 Number Of News Releases & Articles

KPI Description

Content/news is generated in the Marketing & Communications department and disseminated through a number of communication channels and mediums.

All content released to traditional media and self-published on the web are counted. FY goal is 600.

Results Description

For the academic year, 15-16, the KPI - News Releases & Articles, was broken into two measurements to capture both internal and external communications. 476 News Releases & Articles targeting external audiences were written by yearend compared to a goal of 600. Internal communications numbered above goal at 770 versus 500. In total, the communications area was involved in 1,246 projects versus a total goal of 1,100.

🐞 🛍 Strengthen Outreach Through Social Media Channels

Performance Objective Description

The application of social media has become essential to the effectiveness of marketing & communications for SHSU. Social media has been integrated into the fabric of branding strategies.

Pacebook Average Monthly Users

KPI Description

Facebook average monthly users measures the level of engagement occurring on the SHSU site. The measure is reported by Facebook. FY goal is 70,000.

Results Description

Yearend Facebook Average Monthly Users was 199,326 versus the goal of 70,000. This significant increase in actual users was due largely to coverage of high profile content through the academic year.

Tacebook Likes

KPI Description

Facebook Likes measure the number of people who are tracking or engaged with the site. The measure is reported by Facebook. FY goal is 72,000.

Results Description

Facebook Likes ended the year slightly higher than projected at 74,091 or approximately 3% over goal.



KPI Description

The number of Twitter followers measures the number of people who are tracking or engaged with the site. The measure is reported by Twitter. FY goal is 20,000.

Results Description

Twitter followers were 19,134 at the end of August 2016, which was slightly lower than the projection of 20,000.