



Sam Houston State University
Office of Institutional Effectiveness
ADMINISTRATIVE PROGRAM REVIEW

ADMINISTRATIVE PROGRAM REVIEW SELF-STUDY

The Administrative Program Review (APR) Self-Study is a valuable procedure whereby an administrative unit describes, evaluates, and subsequently improves the quality of its efforts. It involves the identification of a department's strengths and limitations in an objective and thorough fashion. To be successful, the APR Self-Study requires a commitment to change rather than to maintaining the status quo.

Further, the APR Self-Study procedure requires a systematic and thorough examination of the department in light of its stated mission. Such an evaluation allows a unit to determine the success it is having in accomplishing its self-established goals and objectives through careful evaluation. This document provides open-ended questions to facilitate the review and documentation of relevant subject matter applicable to the department operations. The completed Self-Study will be an important document for use by Peer Review Committee Members.

Please enter a response in each box provided. There is no limit to the length of each response and attachments can be included.

APR Self-Study completed by _____

Title _____

Date _____



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1. Please describe your department's mission, goals, and primary duties and objectives, including a description of your department stakeholders. How does your department's goals and objectives tie to the SHSU goals?

Mission

- *No written departmental mission statement is currently available for staff*
- To attract, inform and recruit qualified prospective students consistent with the goals and policies of the university
- To provide an outstanding campus visit experience to all prospective students, families, and groups
- To work collaboratively with key departments across campus and promote accurate information which will result in increased student enrollment

Goals

- Offer a quality campus visit experience designed to meet the expectations of prospective students and their families
- Collaborate with university departments, divisions, and other constituents to maximize all resources
- Through publications, programming, and other methods of communication, the Visitor Center Department will take a leadership role in creating the image of the institution and promoting its strengths to our various constituencies
- Stay competitive in the field of campus visitor center services
- Increase strategies to reach younger students and educate them about higher education in a way that is cost effective, specifically through the practice of running safe summer camps centered on SHSU academic programs.

Primary Duties & Objectives

- Exhibit a positive image of the division and university to prospective students and other visitors
- Educate and develop professional and student staff on the best practices of campus information and visitor services
- To provide current information regarding campus offices and events via telephone communication when operating as campus switchboard
- Operate campus tours, group tours, VIP tours
- Operate Mobile GoCenter for the purposes of promoting SHSU, higher education in general, and making higher education accessible even to those who do not have the resources to visit campus.
- Host the SHSU campus preview day, Saturdays@SAM, biannually with the collaboration of the entire university community.
- Coordinate summer camps, Jr. Bearkats events, and Scouts@SAM to allow for recruitment of youth on our campus.



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Department Stakeholders

- Campus Visitors: prospective students & families, groups, camps, etc.
- Full-time professional staff
- Student ambassadors
- Academic departments
- Student services offices
- Huntsville & Walker County community
- Promotional give-away item vendors and Aramark food vendors

Ties to the goals of SHSU

- Providing high quality education and services to qualified students
- Fostering a diverse learning environment for student employees and professional staff
- Increasing and developing university resources and infrastructure by attracting quality students, faculty and staff
- Enhancing marketing outreach to include web, social media, mail, tv, and radio to promote departmental services and scholarly activities on campus
- Proactively responding to the needs of primary stakeholders by enhancing services both on the web and in our physical office
- Data-driven decision making: using thorough data collection to make decisions about visitor needs, Saturdays@SAM, Scouts@SAM, Jr. Bearkats, summer camps, GoCenter

2. Concerning mission, goals, duties and objectives, please describe changes that have occurred in your department in the last 5 years and any improvements that need to be addressed.

Changes

- The department has grown to include the Office of On-Campus Recruitment and adapted its mission and goals to include those of OCR, specifically through building departmental showcase events and SHSU summer camps.
- The department now focuses on the growth of the Jr. Bearkats program – designed to recruit and inspire young children to become future students of the university
- The department now houses the summer camps programs which highlight the strengths and innovation of many academic departments through collaboration with university faculty and staff
- Saturdays@SAM campus preview days were revamped during Fall 2014 to include promotion of programs, further involvement of academic departments and student service offices to showcase campus
- Tours conducted fully in Spanish have enhanced services towards diverse visitors
- Clearly outlined ambassador training program, resources, and retreat



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Improvements

- Departmental mission statement must be formulated
- Alignment of departmental goals with divisional goals must be revisited

3. Concerning staffing, equipment and facilities, please describe significant changes that have occurred in your department in the last 5 years and any improvements that need to be addressed. Include any strategic plans you may have developed.

Changes in staffing

- The department has grown to be staffed with nine (9) full-time staff members, one (1) part-time graduate assistant, and approximately twenty (20) student ambassadors during the long semesters of fall and spring
- Some student ambassadors are employed in the office of New Student Orientation during the summer sessions, limiting our number of student employees due to the 28 hour rule
- Hiring of fluent Spanish-speaking full time staff and student ambassadors

Changes in equipment

- VC Theatre plasma wall to show recruitment videos
- Hobsons – online event registration software
- Digital Signage to showcase current student staff and promote upcoming events

Changes in facilities

- Due to the growth in number of staff members, office space is limited and On-Campus Recruitment is housed in a separate building
- GoCenter Counselor space was enclosed to create another office for both counselors to share

Improvements

- Lack of synchrony between VC and OCR staff due to separation of offices
- Lack of conference space available for planning meetings, interviews, and all-staff updates
- Consolidation of resources between Visitor Center and New Student Orientation would eliminate lack of students in office during summer
 - All ambassadors acting as OLs and vice versa would help solve this problem and increase our staff pool
 - Increased flexibility for student ambassador and orientation leader schedules
- Un-funded On-Campus Recruitment Coordinator position – currently the position is funded through fees charges to camps inhibiting some university departments from hosting camps



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4. Please describe your department training and continuing education/development practices for you and your staff.

Department training/education/development for students:

- Tour/office training for new ambassadors overseen by Asst. Director and/or Lead Student Ambassadors
- Overnight training/retreat every fall and spring semester including team building activities
- Trainings focusing on different aspects of office procedures once per week
- Web trainings focusing on summer camp procedures and Title IX
- Continuous shadowing of other ambassadors' tours
- Tours of other essential university offices and service departments
- Etiquette Dinner hosted by Career Services
- Student Employee Leadership Initiative (SELI) – semester-long program hosted for campus student workers to allow for leadership training; students are nominated and mentored by VC Assistant Director (targets students interested in higher education)
- Educational opportunities sponsored by SHSU departments (i.e. – workshops, guest lecturers, etc.)

Department training/education/development for staff:

- Conference attendance – TACAC, CIVSA
- Talent Management trainings and webinars
- Leadership Academy trainings
- Annual Go Center meeting
- Yearly Undergraduate Admissions counselor updates

5. Please describe dependencies your department has upon other university personnel, departments, divisions or institutional policies that relate to meeting your goals and objectives. List any areas where improvement is needed.

Dependencies on personnel/departments

- Enrollment Management & Alumni Office – space needs
- Academic departments (Criminal Justice, Education, Mass Communication, Music) - – to complement and enhance the campus visit experience by providing presentations regarding academic programs prior to or after the campus tour
- Enrollment Management departments (Admissions, Financial Aid, Career Services) – to enhance the campus visit experience by presenting on the services offered in addition to our own informational session
- Residence Life – reliance on quality residence life tours to complement the campus tour provided to visitors and to provide quality housing services for summer camps



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- EM Marketing & Communications/UG Admissions – marketing materials provided by these departments for visitors and promotion of our events on social media
- Aramark – dependence upon dining services for all summer camps, campus programs, Saturdays@SAM (catering and open campus facilities), and for overall enhanced campus visit experience for visitors
- Summer camp policy – this university policy requires that all summer camp programs must be coordinated through the On-Campus Recruitment office
- Athletics – dependence upon them to support our summer camp and Jr. Bearkat programs, as well as help us provide quality VIP campus visits for prospective coaches and athletes

Dependencies on divisions

- Division of Academic Affairs – Saturdays@SAM academic overviews and fairs, academic summer camps (camp operations as well as facility use)
- Division of Student Services – Saturdays@SAM student services fairs, open houses, organization fair; summer camp facilities (Lowman Student Center)
- Division of Finance & Operations – Saturdays@SAM collaboration of facilities management, public safety, dining services, and business services
- Division of Information Technology – Saturdays@SAM technology set-up and computer lab use; general office operations/maintenance, specifically switchboard operation

Improvements needed

- Academic departments not always willing to participate in Saturdays@SAM academic fairs – lack of balance between departments/colleges whose energy and enthusiasm to participate is unrivaled versus those who refuse to participate
- Disconnect with Residence Life hours, quality of tours, and level on which we engage visitors is not consistent; visitors are not getting the same quality experience with this office every single time; availability of Spanish speaking staff is lacking
- Disconnect with Dining Services concerning pricing for summer camp groups, and lack of effort to make dining payments available for visitors before tours
- Conference room space is sometimes booked for other offices when needed
- Campus does not always relay information on changes or upcoming events. Out-of-date information is provided to inquiring callers
- Evaluation of University Summer camp policy - policy has not changed since the inception of On-Campus Recruitment office
- Academic departments not always easily reached, point of contact unreliable when scheduling tour presentations



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6. Describe any written policies that are in place for your department staff. Please include a description of when and how updates occur, who manages updates and how they are implemented.

Written policies

- Student ambassador handbook – all policies, expectations, and procedures available for reference. Departmental, divisional and university information included
 - Updated as needed by Assistant Director and/or Lead Student Ambassadors on electronic version. Updates relayed to students at weekly meetings
 - At the beginning of every semester, handbook is fully reviewed and updated. Electronic copy is saved and new physical copies are provided to students at overnight retreat
- Student Conduct Contract – updates managed by Assistant Director
- Office Dress Code Policy – updates managed by Director

7. What strategies, tools or processes has your department used in the last 5 years to evaluate quality of service, satisfaction of stakeholders, efficiency of operations, and effectiveness of goals and objectives? Please explain thoroughly.

Strategies/Tools

- Hobsons
 - Tour evaluations emailed to all visitors post tour
 - Saturday@SAM evaluations emailed to visitors post event
 - GoCenter evaluations emailed to counselors/teachers post event
 - GoCenter evaluations emailed to student participants
- Survey Monkey
 - Saturday@SAM evaluations emailed to university departments
 - Student training evaluation emailed to all ambassadors
 - Anonymous comment box provided to all ambassadors
 - Supervisor emailed to all professional staff
- People Admin
 - Yearly performance self-evaluations
 - Yearly performance evaluations of direct reports
- Email
 - Summer Camps organization satisfaction emails
- Paper Evaluations for youth summer camps and Scouts@SAM attendees

Processes

- Bi-monthly team meetings involving all full time staff
- Weekly meetings between supervisors and direct reports
- Weekly meetings/updates involving all student staff
- Semester training to evaluate processes and effectiveness of current practices



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- Monthly Walker County Chamber of Commerce meeting attended by staff member
- Campus partner meetings with OCR office to determine how to meet the needs of campus service and academic departments
- Monitoring of enrollment data to track conversion of tour visitors to enrolled students
- Post-event efficiency reviews for summer camps, Saturdays@SAM, Scouts@SAM, GoCenter

8. Please describe your communication with stakeholders via a university website or Internet presence, such as Twitter, Instagram, Facebook, etc. Describe any changes over the last 5 years.

Communication via website

- Visitor Center
 - All staff and student contact information is kept up to date
 - All tours and events have online registration available via website
 - All upcoming campus events can be viewed via website
 - Accepted student information available
 - Informational videos for certain services (Res. Life, Athletics, etc.)
 - Information regarding services offered are kept up to date
- Recent changes: internet presence includes Twitter account and Instagram account, both featured directly on the departmental website and heavily used during preview days/post-tours
- Summer camp websites with dates and registration links are kept up to date
- Scouts@SAM information and registration is housed online
- Jr. Bearkats information, upcoming events and membership available via website

Communication via Hobsons

- Tour confirmation emails and tour reminder emails
- Tour attendance thank you emails & evaluations
- Fully Spanish tour registration and confirmation/reminder/thank you emails
- Promotional emails for all events: tours, Saturdays@SAM, Scouts@SAM, summer camps, Jr. Bearkats, etc.

Communication via Social Media

- University social media pages (Facebook, Twitter, Instagram) promote Saturdays@SAM, Scouts@SAM, summer camps, and Jr. Bearkat events

Communication via shared mailbox

- Scheduling of campus tours
- Provide campus information to visitors



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9. Please describe the strengths of your department?

Strengths

- Providing quality campus visits to individual and group visitors
- Collaboration with other personnel, departments, divisions and the Huntsville community which has resulted in positive working relationships
- Outreach to local high schools and colleges to provide resources when stakeholders are unable to visit our campus
- Organization and planning of quality campus preview and recruitment events
- Professional and personal development of student employees, which has resulted in well-trained, supported, knowledgeable, personable students with flexible schedules
- Supportive full-time staff – knowledgeable, some cross training across department operations and divisional operations
- Resource sharing between Orientation, Enrollment Management, and other campus departments resulting in effective use of state funding and space

10. Explain in detail the greatest challenges faced by your department?

Challenges

- Lack of space to house all staff members in conjoined offices
 - Communication and collaboration becomes more difficult and disconnected
- Lack of student ambassador availability during summer due to limiting hours policy
 - Students who wish to expand their resumes are made to choose between our office and other offices, leaving the department low on tour guides and overworking those who are in the office
- Lack of participation by academic departments in campus wide programming
 - Saturday@SAM academic fairs, academic overviews, student services fair
- Building summer camp programs is a challenge due to dining and athletic facility costs, lack of athletic facilities, and buy-in from professors/academic staff (or ability to host program on their part)
- Serving younger populations (middle and elementary school groups) due to limited resources (time, staff, facilities). We want SHSU to be accessible to them, but at the same time need to focus resources on older prospective students for higher ROI.
- The GoCenter program needs to change to fit the needs of schools/students while effectively using SHSU resources.



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11. Please describe any changes not previously listed in your responses that would contribute to your department's success in reaching its goals and objectives.

- Create method to keep print materials available from offices which do not provide materials on a regular basis but are constantly requested (BMB, Rodeo, Spirit, etc.)
- More group visit requests than the department is able to accommodate.



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12. Please use this table to list your department staff and their primary departmental duties. Please remember to include yourself. Put the employee's name in the "Staff Member" cell, then list duties underneath. Add rows as needed.

	Clint Lockwood (Director)	Rosa Mejia (Asst. Director)	Melanie Thompson (Coordinator)	John Corkill (GoCenter Counselor)	Casey Cox (Visitor Center Counselor)	Beverly Wiggins (Administrative Technician)
List of Duties	Collaborate with all campus departments / administrators to increase visitor-to-enrolled students numbers	Development of procedures and guidelines regarding the operations of the Visitor Center	Schedule and facilitate group tours, provide college informational sessions to visiting groups	Driver and Lead Counselor of the GoKatsGo Center	Facilitate and schedule Go Center informational sessions and trips	Coordinate front desk operations and provide assistance to visitors
	Supervise/approve all staff and activities associated with Visitor Center/OCR	Planning and organization of Saturdays@SAM campus preview days	Communicate with depts., groups and other campus partners regarding visits to campus	Facilitate and schedule Go Center informational sessions and trips	Facilitate general campus tours and deliver information to groups regarding SHSU	Create EPAFs for students and full time employees
	Oversee all budgets and purchasing associated with Visitor Center	Directly hire, supervise and evaluate Visitor Center Coordinator, Administrative Technician and Student Ambassadors	Assist with planning and organization of Saturdays@SAM campus preview days, specifically coordinating volunteer groups	Facilitate general campus tours and deliver information regarding SHSU to visiting groups	Assist with coordination of Saturdays@SAM campus preview days and summer camps	Prepare Interdepartmental Order Forms, Finance Procurement Requisitions and perform other clerical needs
	Provide overall vision and development strategies for Visitor Center/OCR programs and staffing	Develop schedules, plan processing of work, provide independent judgement in management of office	Directly hire, supervise and evaluate GoCenter team and oversee operations aboard the GoKatsGo Center	Assist with coordination of Saturdays@SAM campus preview days and summer camps	Assist with driving, maintenance and operation of the Go Center	Answer telephones and issue parking passes at front desk
	Serve as liaison between upper administration and VC/OCR for all necessary updates and pertinent communications	Develop staff training sessions, retreats and team building activities	Deliver information for general tours and provide leadership for student ambassadors	Attend trainings and learn procedures for divisional departments (Financial Aid and Undergraduate Admissions)	Attend trainings and learn procedures for divisional departments (Financial Aid and Undergraduate Admissions)	Communicate with visitors and assist with requests sent to the visitsam@shsu.edu shared mailbox



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	Courtney Chastine (OCR Manager)	Patrick Antwi (OCR Coordinator)	Chris Arcos (OCR Coordinator)
List of Duties	Promotion of OCR services to on-campus partners in order to build programs	Summer Camps coordination with off-campus entities to include scheduling, cost projections, and all communications	Jr. Bearkats program coordinator to include event planning, communication, ordering promotional materials, and campus partner planning
	Campus event planning and facilitation, including Scouts@SAM Leader and Girl Scout programs and staff scheduling	Summer Camp coordination with on-campus entities to include planning, space and equipment reservations, and scheduling between camp groups	Scouts@SAM coordination including campus involvement, promotions, communication, registration, and volunteer coordination
	Oversight and approval of all budgets and purchases, OCR student hiring process	Liaison for all Summer Camp organizations while on campus	Updating all OCR websites and purchasing/registration systems
	Summer camp planning including staff scheduling, state training requirements, budget/payments	Planning for Scouts@SAM, Saturdays@SAM, Jr. Bearkat events as needed	Communication with campus partners to seek out possible recruitment events
	Visitor Center guest services and operations, including participating in the student hiring process, event coordination, campus partnerships	Visitor Center guest services and event coordination	Visitor Center guest services and event coordination