



**Sam Houston State University**  
 Office of Institutional Effectiveness  
 ADMINISTRATIVE PROGRAM REVIEW

APR Self-Study Rubric

Administrative Unit

Date of Review

Completed by

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## Successes

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- Professional staff
- Departmental Culture
- Shared vision within the department
- Spacious, innovative Visitor Center facilities
- Assessment
- Website
- Social media presence
- SAMbassadors- Student bios/profiles

## Challenges

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- **Faculty/School participation in Saturdays@SAM**
  - Aim to create a campus culture of “recruitment”
    - Upper Administration Support.
      - One of the University’s goals is to “Recruit, motivate, and retain qualified students.” Ask for the Administration to put a reminder out regarding the recruitment aspect of this. Talk about how faculty involvement in the recruitment process will help motivate and retain students as well.
    - Reward system- Recognize departmental participation and success. Give recognition out at faculty/staff councils and in newsletters. Have the President or Provost give awards for schools that “recruit” the most students from events
    - Share the data- Faculty often respond to research and data. Create a marketing piece for faculty to see how their involvement in recruitment events directly reflects a student’s choice to apply or enroll
      - Add question to survey regarding faculty interaction during visit
      - Create a video of student testimonies about how their interaction with faculty at Saturday@SAM influenced their decision to attend SHSU
    - Highlight Saturday@SAM as an opportunity to meet the University Goal to “enhance marketing outreach and visibility to include academic and scholarly activities through consistent and integrated messaging while optimizing communication channels”
    - If the entire university has to receive professional development hours for Talent Management, offer some “recruitment” sessions for schools and departments that can count toward those hours
    - Offer information and opportunities for new faculty to assist the Visitor’s Center in their orientation or on boarding
    - Interesting articles and strategies:
      - <http://senate.rutgers.edu/asracfacultyroleadmissions.html>
      - <http://www.academicimpressions.com/news/practical-strategies-partnering-faculty-student-recruitment>

- **Physical separation from OCR**
  - It can be very challenging for two departments that operate in tandem to be physically separated. The ideal situation would be for the OCR to move into the VC building. This would assist in campus recognition of the importance of the programs in the recruitment and enrollment process.
- **Student Employment during peak summer time**
  - The 28 hour rule is challenging to work with in the summer
    - Consider hiring a full time staff member or an intern to help during the summer peak months
    - Hire more SAMbassadors in the summer
      - This is challenging because students want to be orientation leaders in the summer
        - Assess what make the Orientation Leader position more desirable to students
        - Consider having Orientation Leaders report into the VC so that the positions can be combined during the summer
        - Conduct focus groups to find out how to attract more students to work in OCR during the summer
          - Can you pay them more for summer work?
          - Can you provide more perks for being a Summer SAMbassador
      - Increase prestige for the SAMbassador position
        - Website does a good job of this
        - Ask administration to reward SAMbassadors
          - Dinner with President
          - Cord for graduates who are SAMbassadors
          - Create a Leadership certificate as part of their education record
        - Evaluate position marketing efforts
          - Write articles for all school media outlets to leverage student position. Example:  
[http://www.utdallas.edu/news/2015/9/3-31578\\_Student-Ambassadors-Serve-University-as-Connection\\_story-wide.html?WT.mc\\_id=NewsEmail](http://www.utdallas.edu/news/2015/9/3-31578_Student-Ambassadors-Serve-University-as-Connection_story-wide.html?WT.mc_id=NewsEmail)
      - Increase student interactions with SAMbassadors
        - Host “reunions” with students who enroll and their tour guide; possibly during welcome week
        - Consider making the SAMbassadors a sponsored student organization
        - Have SAMbassador booths at events



universities. Value and emphasis needs to be placed on maintaining or increasing that rate.



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Comments/Recommendations:

Strategic Plan for Staffing	Developing	Emerging	Proficient	Distinguished
	<p>Department lacks sufficient staffing positions, and current employees routinely work overtime or face ongoing backlog</p> <p>Department staffing positions remain unfilled for long periods of time</p> <p>Department does not have a strategic plan for staffing</p>	<p>Department staffing is adequate for non-peak times and aligns with department mission</p> <p>Staff salaries are adequate and align with position responsibility</p> <p>Strategic plan for staffing is outdated and/or insufficient</p> <p>Department job descriptions are not routinely reviewed and updated</p>	<p>Department staffing is adequate to address department needs at all times and aligns with department mission</p> <p>Staff salaries are competitive with similar positions in terms of responsibility</p> <p>Strategic plan for staffing is current and addresses future staffing and budget needs for the next 1 to 2 years</p>	<p>Department staffing meets department needs for the foreseeable future and aligns with the department mission</p> <p>Staff salaries are highly competitive with similar positions in terms of responsibility</p> <p>Strategic plan for staffing is current and addresses future staffing and budget needs for the next 3 years or beyond</p>

Comments/Recomendations:

Stakeholder Feedback	Developing	Emerging	Proficient	Distinguished
	<p>There is no system in place to collect and document feedback from stakeholders</p> <p>Department implements programs and/or initiatives without stakeholder feedback</p>	<p>Feedback from the stakeholders is collected and documented occasionally</p> <p>Department occasionally uses stakeholder feedback to implement programs and/or initiatives</p>	<p>Feedback from stakeholders is collected and documented on a regular and timely basis</p> <p>Department regularly uses stakeholder feedback to implement programs and/or initiatives</p> <p>Survey tools provide clear and understandable feedback</p>	<p>A system is in place to collect and document feedback from stakeholders in a timely manner</p> <p>Feedback is measurable, reliable and longitudinal data is maintained</p> <p>Department evaluates and responds to stakeholder feedback in a timely manner</p> <p>Department routinely uses feedback to develop and implement programs and/or initiatives</p>

Comments/Recomendations:

Policies	Developing	Emerging	Proficient	Distinguished
	There are no formal written department policies or procedures in place	<p>Department policies and procedures are outdated</p> <p>Department policies and procedures are not reviewed after initial implementation</p> <p>Department policies and procedures are not accessible to internal and/or external stakeholders</p>	<p>The majority of department policies and procedures are current, yet some remain outdated</p> <p>Department policies and procedures are occasionally reviewed after initial implementation</p> <p>Department policies and procedures are available to internal and/or external stakeholders on a limited basis</p>	<p>All department policies and procedures are current</p> <p>Department policies and procedures are routinely reviewed after initial implementation</p> <p>Department policies and procedures are easily accessible to internal and/or external stakeholders</p>
Comments/Recomendations:				
Communication/Outreach	Developing	Emerging	Proficient	Distinguished
	Department has no Internet-based communication plan	<p>Department has Internet-based communication plan that utilizes a single communication channel (i.e. E-mail only, Facebook only, Twitter only, etc.)</p> <p>Department has unplanned and infrequent updates via Internet-based communication channel</p> <p>Content of the Internet-based communication is broad and/or unfocused on current issues or needs and/or does not serve many stakeholders</p>	<p>Department has Internet-based communication plan that utilizes two communication channels (i.e. E-mail and Facebook, or Instagram and website, or Twitter and LinkedIn etc.)</p> <p>Department updates via Internet-based communication channels are unplanned, yet frequent</p> <p>Content of the Internet-based communication relates to the department mission and includes content that serves numerous, specific stakeholders</p>	<p>Department has Internet-based communication plan that utilizes more than two channels to communicate with stakeholders</p> <p>Department updates via Internet-based communication channels are planned and frequent</p> <p>Content of the Internet-based communication are timely and focused on current issues or needs, and benefit the majority of stakeholders, overall</p>
Comments/Recomendations:				

**Additional Feedback**

As a Peer Review Committee member, I participated in (check one or more)

Onsite Visit      Date:

Remote Visit      Date:

Please provide feedback from onsite and/or remote visit, below:

Please email completed rubric to: [jstein@shsu.edu](mailto:jstein@shsu.edu). Thank you.