1. Support Services Report Template

**Report Info**

Name of the person completing this report: Stan Hebert III  
Title of the person completing this report: Associate VP, Student Affairs  
Supervisor/dean reviewing report: Linda C. Dalton  
Service: Oversee Student Support Programs  
Division/College: PEMSA/Student Affairs

3. Mandated Service

**Link to Scoring Rubric**

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Federal Law: Educational Amendments Act, 1972, Title IX, FERPA, HIPAA, 504  
State Law: California Education Code  
Executive Order: 1073, Student Conduct; 1068 Student Activities; 1069 Risk Management  
Title 5: Subchapter 4, Article 2 Student Affairs  
Campus Policy: Time, Place and Manner Policy, Student Conduct, Alcohol Policy

Provide a brief explanation, if necessary, in <60 words.

The documents listed above do not require the university to have an Office of the Associate Vice President for Student Affairs nor does it mandate specifically that a program be established to oversee student development and support services. They do provide the framework for oversight of student development and all related student support programs.

4. Importance of Service

**Link to Scoring Rubric**

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words.

Provide strategic and operational guidance for services provided by the Office of the Associate Vice President of Student Services (OAVPSA), and more specifically to the managers of the various subgroups (Student Development and Judicial Affairs, Associated Students/University Union/Recreation & Wellness Center and Student Life and Leadership Programs) and a number of University and divisional sponsored activities (Student enrollment Escalation Protocols, Deceased Student Protocols, Student Care Team, Campus Life Committee, Alcohol Tobacco and Other Drugs Advisory Council, Super Sunday, CSUEB Threat Assessment Team, Faculty Diversity and Equity Committee, al Fresco, Diversity Day, and Commencement) . Provide the structure and process for allocation of resources to the division subgroups and sponsored programs and activities.
2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>While one of the major functions of the University actively recruits students to attend the university, the service of oversight and representation of the OAVPSA is indirect to the service provided by divisional staff members in Student Life and Leadership and Student Development and Judicial Affairs and liaison with ASI and student government. Oversight provides the allocation of resources for this important work.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The oversight and representation of the Student Development- Judicial Services, and Student Life and Leadership Programs is indirect and primarily provides resources and supervision of the work of staff and administration who provide direct support services to students which enhance and contribute to both student retention and graduation rates.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>This service is indirect, provides resources and supervision to the work of staff and administrators who regularly maintain contact with students after graduation, and provide networking and contacts with other alumni and university sponsored programs (such as career development office) in support of student success post-graduation.</td>
</tr>
</tbody>
</table>

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
students succeed while they are at Cal State East Bay)

After college (helping students establish meaningful lifework and be socially responsible contributors to society)

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th></th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Students are recruited and make decisions to attend based upon a number of factors including student life and leadership programs, some students likely would not attend the University. Actions locally would be impacted—that is, the students who participate in student government, student clubs and organizations, Greek life, etc., might select to attend other regional institutions that provide such services.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Critical to oversight of the program is the supervision of activities which have been found to significantly enhance student retention and graduation. The evidence is clear that students who are actively engaged and have high level of contact with other students (clubs, organizations, Greek-life, student government, leadership programs) in connection with sponsored programs and activities are retained and graduate at higher rates.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The role of oversight and representation of the program includes evaluations of those managers and staff who have worked closely with students. Those students in clubs, organizations, student government, and leadership programs were not here at the University there would be no opportunity to provide programming that contributes to helping students find meaningful life work and become socially responsible leaders.</td>
</tr>
</tbody>
</table>

2.4 Alignment with Shared Strategic Commitments

How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th></th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>The role of oversight and representation of the OAVPSA is critical to institutional sponsorship and success of many co-curricular programs. Students are provided educational opportunities for experiential learning as other sponsored programs (e.g., intercollegiate athletics, music, theatre, art, dance) which enhance the physical, emotional and social development found to increase significantly student retention and graduation rates.</td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>Oversight and allocation of resources for sponsored activities and programs provided by Student Affairs make important contributions to student success. Oversight, supervision and evaluation activities help to ensure that programs and activities are comprised of a highly diverse population of students and staff who collectively provide a high quality and rich community engagement experiences for students.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td>Oversight, allocation of resources to program elements, and supervision and evaluation of performance of staff ensure that the Student Development and Student Life programs continues to be a high-touch program for students. Personnel in Student Affairs have regularized contact with students in both formal and informal settings—including programs and activities noted earlier.</td>
</tr>
<tr>
<td>Foster a vibrant community</td>
<td>Oversight, allocation of resources to program, supervision and evaluation...</td>
</tr>
</tbody>
</table>
Foster a vibrant community through enriched student services and student life that support student engagement and learning.

Contribute to a sustainable planet through our academic programs, university operations, and individual behavior.

Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University.

Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility.

Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM).

<table>
<thead>
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</thead>
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2.5 How might the demand for this service change over the next five years? (Please choose one category below).

 Likely to increase

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

More recent trend in the CSU is the increased call for accountability and transparency, and concomitantly this will require additional reporting. Changes in rules and regulations have implications to increased resources for supporting compliance and student services as they relate to Student Development and Student Life, Liaison with ASI and Student Government, and Student Development and Judicial Affairs.

5. Quality of Service

<table>
<thead>
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3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.
The quality of oversight is measured both informally and formally. Formal meetings with the VP regarding, Student Development and Student Life, Liaison with ASI and student government and Student Life and Judicial Affairs program elements weekly, with discussion focusing on budget, personnel, compliance and student services. Quarterly and annual reports to the CSU are required. These reports provide evidence of program performance. These reports include compliance to rules and regulations, program service evaluations, personnel evaluations, participation levels for program elements, and budgets. Signoff of reports by the VP, AVPSA, and Program Directors identify, if any, actions required to improve oversight.

Link to Scoring Rubric

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

Formal meetings with the university management have provided the opportunity to articulate the broader mission and vision for programs within the newly formulated Division of Student Affairs. New reporting lines---regarding program organization and communication and program oversight have been established. The Student Affairs organizational structure has been assessed and realigned to provide higher quality and timely service. All position descriptions have been reviewed. Several positions have been rewritten to accurately describe service level expectations and reduce redundancies. Personnel have been moved to new roles based on their skills, interests and competencies. New position has been added to meet existing demands for service in Student Life.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

As part of our continuous improvement, the Division of Student Affairs will develop a 3-5 year strategic plan, including goals and objectives, metrics and benchmarks to measure service levels within the program. While the program currently has an array of required reports to the CSU both quarterly and annually, we plan to implement dashboard indicators that will help assess program performance and to more quickly identify students not receiving services; identify service levels and participation rates for program elements including community engagement activities. Based upon these metrics the program elements will be able to respond more quickly to implement actions that will enhance service levels and most importantly, student outcomes.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

While we do not expect increase in the number of personnel, we do expect increase level of participation by students, and concomitantly an increase in the number of programs and activities sponsored by Student Development and Student Life, and ASI and student government. With this increase in participation by students, there are plans to increase the number of student employees in several designated program elements, additional support services for academic advising, including additional support services for Student Life. There is a need to increased meeting spaces, and space availability for programming and activities. Increased facilities will assist in providing greater opportunities for students which translates into increased student retention and graduation rates.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes
If yes, describe the process and most recent results in <120 words. If no, please explain.

Informal mechanism includes weekly meetings with managers, monthly meeting with staff and all hands meetings. Formal evaluations include exit interviews with student participants, formal staff evaluation, and surveys of participants in Student Affairs program and activities.

More recently, results indicated that there needed to be more clarity on the role of personnel in each of the program elements, marketing and development which has resulted in timely increased level of service in each of the programs areas (Student Life, Student Development and Judicial Affairs, and liaison with ASI and Student Government.

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

NA

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain.

Formal guidelines are provided during annual evaluations and informal guidelines are provided during one-on-one meetings, staff meetings, and all hands meetings. An extensive array of documents articulate guiding principles and values for the program have been developed. Further, CSUEB and CSU rules and guidelines are very prescriptive regarding student conduct and behaviors.

While striving for excellence we demand ethical behavior, and hold all Student Affairs personnel and student participants to the highest standards of personal conduct and integrity. Exemplary behavior demonstrating respect for the dignity of others and the community at large is imperative. In all cases, civility, professionalism, integrity, and respect and support for others are required of all program personnel.

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Student Development and Student Life, and liaison to ASI and Student Government programs and activities have tracked annual participation numbers, and the number of students receiving identified services. One of the important initiatives of the new Division of Student Affairs will be to track retention and graduation rates of those students who participate in SA sponsored programs. Also, the hour's student volunteered in community service is also a metric which is being tracked.

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?
If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in < 120 words. If no, please explain.

Oversight quantity is difficult to assess and measure. One indication of the quantity of oversight is whether critical tasks are competed on time, which included assessment of program and activity quality and student-participant satisfaction, and personnel evaluations. While some of these functions have informally been reviewed, the development of dashboard indicators as part of the strategic planning process will help identify not only the quantity of level of service but also the quality of service levels beyond CSUEB and CSU reporting requirements. Path analysis of these functions will also help assess quantity of service provide.

6. Efficiency of Service (cost effectiveness)

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

184000

4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

194470

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

244

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes
In regard to oversight, leadership, and supervision, with the recent reorganization of Student Affairs, the constituent program's organizational structure has been assessed and realigned to provide higher efficiency, quality and timely service. All position descriptions have been reviewed, and several positions have been rewritten to more accurately describe service level expectations and reduce redundancies. Several personnel have been moved to new roles to gain benefit from their skills, interests and competencies.

**Link to Scoring Rubric**

**4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.**

First, the level of staffing in service areas, operating costs, and space requirements are at a minimum level required to achieve the required and expected outcomes. However, more efficient oversight can be and has been provided. Additionally, resources and support services provided to students have been realigned and centralized to provide one point of contact in the programs three broad areas of service, Student Development and Judicial Affairs, Student Life, and liaison with ASI and Student Government. This has minimized or eliminated duplication of service and redundancy. Continuing to evaluate present policy and practices, with attention to assessing and mapping critical path for services to ensure timely response in quality and quantity of service provided continues.

**Link to Scoring Rubric**

**4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.**

As new managers have assumed new roles or current managers responsibilities adjusted, professional development activities could have a large impact on the quality and quantity of oversight, leadership and supervision in the program. Providing mentoring and or other professional development activities to increase skills and competencies for managers would have a positive impact on efficiency of oversight in the Division of Student Affairs. Further, additional resources for audit functions within the institution would also assist managers in evaluating programming levels and quality and quantity of service. Finally, the utilization of technology to assist in compliance and assessment of activities for Student Life and Leadership, Student Development and Judicial Affairs, and liaison with ASI and Student Government will also enhance efficiency.

**Link to Scoring Rubric**

**4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1 -2 years (e.g. reducing costs, increasing productivity, etc.)?**

Yes

**If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.**

Participation in a current mentoring program has provided valued efficiency in oversight. Expansion of this type of program and additional professional development activities for managers will enhance oversight, leadership and supervision in all Student Affairs programming.

**Link to Scoring Rubric**

**4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.**

With the change in the reorganization of the Division of Student Affairs, it is difficult to quantify the output over the last two years. This might be answered best by the Vice President PEM whom the AVPSA reported.
However, several general estimates can be made: Approximately 47 weekly staff meetings were held with direct reports. Over 250 weekly one-on-one staff meetings were held. Over 40 weekly meetings with the Vice President occurred to review the status of the program elements (Student Life and Leadership, OAVPSA, and liaison with ASI and Student government).

7. Other

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

Yes

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in < 60 words.

All managers on campus have similar responsibilities related to oversight, leadership, and supervision of services within their respective areas. However, while the oversight responsibilities are similar, the regulatory and legal requirements imposed by CSUEB and CSU are different for the AVPSA and are notable, as well as the oversight to other personnel in Student Affairs sponsored programs and activities.

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

The Division of Student Affairs is both required and committed, at all levels, to the principle of student first in its operation. Student Affairs sponsored programs and activities are held to an expectation of quality and timely service to students, following specific regulations and rules in its operations and service. The AVPSA is responsible for the oversight of these operations.

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

The fundamental service the Division of Student Affairs provides students is the opportunity for personal development as a result of their participation in sponsored programs and activities. Student’s participation within these programs and activities provides unique learning opportunities as a result of their experience. The Student Affairs programming, much like the other performing arts programs,-- athletics, theatre, music, dance, and art,--provides students unique programming that engages them in experiential learning that makes important contributions to their physical, intellectual, and social development—enhancing retention and graduation rates. The Student Affairs programming at CSUEB, as with all other CSU institutions, is viewed as an integral part of the college experience for the participating students their family and friends, faculty and staff, and community members through sponsored activities.