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: Liaison with ASI
- 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: Title IX, Educational Amendments Act of 1972
- State Law: California Education Code
- Executive Order: EO 1073 Student Conduct; EO 1068 Student Activities; EO 1069 Risk Management; several additional EO's relating to Auxiliary Organizations
- Title 5: Subchapter 4, Article 2 Student Affairs
- Campus Policy: Time Place and Manner, Student Conduct, Alcohol Policy
- Any other: Bylaws of Associated Students Inc. (ASI); CSU Coded Memo - Student Office Holder Eligibility

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

The California Education Code mandates the university president's ultimate oversight of student government. This responsibility/authority is delegated to Student Affairs by the university president. The other listed documents provide the framework and regulations to support the efforts of Student Affairs to serve as the university president's designee and liaison with student government (Associated Students, Inc.)

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 overall 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, and Student Life and Leadership Programs; and serves as the liaison to ASI and student government) 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.

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group
that is relevant)

Students : 70%
Faculty : 5%
Administrators/staff : 15%
Alumni : 5%
Community outside University : 5%
Total : 100%

**Link to Scoring Rubric**

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>Impact 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>Impact 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 institution is to actively recruit students to attend-, the service provided by the AVPAS, as it relates to outreach helps to provide support, information and assistance regarding ASI, and leadership opportunities in student government service.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>AVPSA serves as liaison with ASI and its student leaders and Executive Director in relation to a broad range of services within Student Affairs, and other divisions. The OAVPSA helps to provide one point of contact for ASI and membership with administration related to programming and activities.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>This service is indirect, for the most part. However former ASI leadership members often contact the OAVPSA related to queries related to student records and participation records for student service, and letters of recommendation.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

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

<table>
<thead>
<tr>
<th>Pre-college (helping students to enter the system)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>While one of the major functions of the institution is to actively recruit students to attend-, the service provided by OAVPSA as it relates to liaison would be somewhat impacted, as it relates to outreach helping to provide support, information and assistance, to prospective students about student government and ASI.</td>
<td></td>
</tr>
</tbody>
</table>

| During college (helping students succeed while they are at Cal State East Bay) | Direct services provided by the office of the OAVPSA ensures compliance with CSUEB, CSU, rules, regulations and requirements in the operations of ASI, would be impacted. This service acts as liaisons with ASI student-leadership and Executive Director, related to a broad range of activities and services, noted earlier. |

| After college (helping students establish meaningful lifework and be socially responsible contributors to society) | This service would be somewhat impacted, in that, the OAVPSA liaison function to ASI student leaders is quite limited to responding to student queries related to student records and participation records for student service, student leadership, including letters of recommendation. |

**Link to Scoring Rubric**

**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>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working closely with the other divisions of the University, OAVPSA serves as an advocate for students when needed. Provides a vision and strategic planning toward a collaborative, holistic, co-curricular student experience for all students, including liaison with ASI student leaders in enhancing student retention and graduation rates.</td>
<td></td>
</tr>
</tbody>
</table>

| Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development | Work of the OAVPSA is accomplished through strategic alignment, both internally and in concert with other University departments, with a focus on affirming the values and contributions of each individual in an environment that fosters respect and dignity for others, civility, trust and commitment to inclusiveness and diversity. |

| Serve students first, by expanding access and enhancing each student's educational experience and prospects for success as a graduate and lifelong learner | OAVPSA serves as a liaison provides oversight for Associated Students Inc., including student functions in the operations of programming in the University Union, Recreation and Wellness Center, as well as, leadership and mentoring to the Executive Director, and student leaders. Staff have regularized contact with students both in formal and informal settings. |

| Foster a vibrant community through enriched student services and student life that support student engagement and learning | AVPSA in conjunction with ASI, and student leaders and Exec. Director works to enhance a vibrant university community that is inclusive and provides a positive experience for students, their family and friends, faculty and staff, and community members through ASI sponsored programs and activities. |

| Contribute to a sustainable planet | ASI and student government have initiated activities and programs in |
through our academic programs, university operations, and individual behavior | support of academic programs, and university operations in raising awareness and developing individual and collective behavior in support of a sustainable society.

Continuous improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University | The nature of the OAVPSA is one that is based upon program integrity and unwavering commitment to the education and welfare of our students. The AVPSA liaison function with ASI insures that programs and activities are run with integrity, accountability and transparency. All in Student Affairs, and ASI strive to the highest standards of personal conduct, collegiality and collaboration.

Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility | The AVPSA provides leadership and mentoring to ASI and members to assist connecting with regional community segments in providing enhanced opportunities for student engagement in support and enrichment of the students overall learning experience through civic engagement and volunteerism.

Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM) | The AVPSA strives to help develop socially aware graduates to become leaders within their communities. We must continue our strong legacy of providing challenging and rewarding leadership activities such as student government for our students, and providing for all students innovative and creative ASI programming that foster a socially responsible and sustainable society.

**Link to Scoring Rubric**

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 ASI and Student Government is increased participation, and with increased activity and participation the CSU has increased attention for accountability and transparency, and concomitantly this will require additional reporting and oversight. Changes in rules and regulations have implications to increased resources, and ensuring that the liaison function with ASI and student government is efficient and timely.

5. Quality of Service

**Link to Scoring Rubric**

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 meeting with the VP regarding the function of ASI, its programming and activities, and student leadership and Executive Director. Quarterly and annual reports to the CSU are required. These reports provide evidence of program oversight. These reports include compliance to rules and regulations, program service evaluations, personnel evaluations, participation levels for program elements, and budgets. Signoff of reports, and proposed budgets by the President, CFO, VP-PEMSA, AVPSA, and Executive Director of ASI identify, if any, actions required to improve oversight.
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 provided the opportunity to articulate 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 for ASI and its student leaders and Executive Director 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—reduce redundancies. Personnel have been moved to new roles based on their skills, interests and competencies. New assignment has been added to manager role in providing liaison services for ASI and student leaders, and the Executive Director.

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, we will develop a 3-5 year strategic plan, which includes the services related to liaison with ASI and student leaders and Executive Director. Program goals and objectives, metrics and benchmarks to measure service levels within the program elements will be developed. 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 areas of concern that need to be addressed. 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.

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 related to the liaison function with ASI, we have experienced increases in level of participation and complexity of the organization structure over time. With this increase in participation by students, there are plans to streamline service systems in several designated program areas. There is a need for increased meeting spaces, and space availability for programming and activities for ASI, and working jointly those needs are being addressed.

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 student leaders and Executive Director, monthly meeting with staff. Formal evaluations include exit interviews with student participants, formal staff evaluation, and surveys of participants receiving services. More recently, results indicated that there needed to be more clarity on the role of personnel in each of the Student Affairs program elements which has resulted in timely increased level of service in responding to requests by ASI its leadership and providing one stop contact to address concerns or needs.
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

Link to Scoring Rubric

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, and all hands meetings. An array of documents articulate guiding principles and values for the ASI program elements have been developed. While striving for excellence we demand ethical behavior, and hold all Student Affairs personnel and student participants in ASI 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. Attending to student issues as they relate to ASI and Student Government in a timely fashion is critical to success outcomes.

Link to Scoring Rubric

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.

Calendared events related to liaison of ASI and Student Government totaled over 700 last year. 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 ASI and student government.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

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, such as budget approval, programming, election process are completed on time. Follow up, including assessment of student-participant satisfaction, and personnel evaluations are conducted. 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 to level of service but also the quality of service levels are being provided to ASI and student government. 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

Attach your allocated spreadsheet here.
Student Affairs Allocations.xlsx

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

Attach your allocated spreadsheet here.
Student Affairs Allocations.xlsx

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

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

The OAVPSA, (with the recent reformation of the Division of Student Affairs), 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 describe service level expectations and reduce redundancies. Several personnel have been moved to new roles to gain benefit from their skills, interests and competencies. The service of this office is extremely complex, detailed, with no room for errors. OAVPSA function is responsible for managing the indicators that ensure compliance and institutional and CSU regulations related to ASI and student government.

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.
The level of staffing in the OAVPSA is at minimum level required to achieve expected outcomes. Oversight and student services has been assessed and realigned to provide higher quality and timely service. All position descriptions have been reviewed. Several positions have been rewritten to describe service level expectations and reduce redundancies. Personnel have been moved to new or expanded roles based on their skills, interests and competencies. New positions have been added. Continuing to evaluate present policy and practices with attention to assessing and mapping critical path for student services to ensure efficiency and 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.

Managers within the Division, and the OAVPSA assumed new roles or had responsibilities adjusted, professional development activities could have a large impact on the quality and quantity of the service provided by student services departments. Providing mentoring and or other professional development activities, such as, clinics, conferences and program visits would increase knowledge, skills and competencies and would have a positive impact on efficiency. Additional resources for audit functions within CSUEB would also assist managers in assessing programming, regulation and compliance responsibilities. Finally, the utilization of available specialized software to assist in programming and assessment of student services, including services in support of 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.

As part of our continuous improvement, OAVPSA, (as will all Student Affairs Division offices) will develop a 3-5 year strategic plan, including goals and objectives, metrics and benchmarks to measure service levels within the program. While the OAVPSA and student services currently has an array of required reports to CSU both quarterly and annually, we plan to implement dashboard indicators that will help assess program effectiveness, identify service levels and participation rates. Based upon these metrics the OAVPSA (and all division offices) will be able to respond more quickly to implement actions that will enhance service levels and most importantly, student outcomes.

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.

While the AVPSA serves as a liaison for oversight for ASI, including student functions in the operations of programming in the University Union, Recreation and Wellness Center, as well as, leadership and mentoring to the Executive Director, ASI, and student leaders; reviews programming, fiscal, operational and personnel activities to develop ways to increasing efficiency and effectiveness. Services provided by the AVPSA ensures compliance with CSUEB, CSU, rules and regulations in the conduct of ASI and student government. However, quantifying the liaison service is difficult. A review of the calendar identified over 679 meetings/activities related to these functions in 2010-11, and over 700 calendared meetings/activities for 2011-12.

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

No

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

N/A

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

All managers on campus have similar responsibilities related to delivering services within their respective areas. However, while compliance activities may be similar, the liaison function to ASI and student government are extensive and require a knowledge, skill and competencies that are very different and notable from other areas. The service of this office is extremely complex, detailed, with no room for errors. Staff are responsible for managing the indicators that ensure student, institutional, and CSU compliance in ASI and student government rules and regulations.

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 responsibility of the OAVPSA is to advance the University’s mission by facilitating student knowledge, understanding, and utilization of University resources and systems, and working collaboratively to enhance the enrichment of the overall student experience throughout the learning continuum. This important work is accomplished through strategic alignment, both internally and in concert with other University Division offices. Importantly, the OAVPSA efforts affirm the value and contribution of each individual, fosters democratic ideals, civility, trust and an unwavering commitment to diversity and inclusion as critical to its efforts. Success is measured by the overall effectiveness and quality of services provided, as measured by student, staff and faculty satisfaction and perception of the value and excellence of student affairs programs and departments; in student engagement within the community; outreach efforts to enhance college going culture in traditionally underserved communities; and student leadership achievement in student government.