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: Serve as "Dean of Students"  
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: N/A  
Executive Order: EO 1073, Student Conduct, EO 1068 Student Activities  
Title 5: Subchapter 4, Article 2 Student Affairs  
Campus Policy: Time Place and Manner, Student Conduct, Alcohol Policy

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

Receive and resolve student-related issues, complaints, problems. The range includes escalated items from disgruntled students or family members, student injuries (those requiring medical transport to off-campus facility) and deceased student protocol.

4. Importance of Service

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

The Office of Associate Vice President of Student Affairs (OAVPSA) coordinates, monitors, and responds to queries by individual students and families related to the matriculation of students and the delivery of services in support of student success. Services provided by the OAVPSA ensures compliance with CSUEB, CSU, rules and regulation and requirements, and State and Federal civil and criminal laws. This service acts as liaisons with individual students and their families, related to a broad range of activities and services, in such areas, admissions, financial aid, housing, counseling, health and wellness, negative student behavior, time place and manner regulations, alcohol policy, student leadership, student activities, and student orientation and outreach, and deceased student protocols.

**Link to Scoring Rubric**

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

Students: 80%
Faculty : 5%  
Administrators/staff : 5%  
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>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 institution is to actively recruit students to attend-, the service provided by the Office of the Dean of Students, as it relates to outreach helps to provide support, information and assistance, especially regarding application process and financial aid, to prospective students and their families regarding services noted earlier.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>OAVPSA serves as liaison with individual students and family members in relation to a broad range of services and departments delivering those services within the Division of Student Affairs, and other divisions. The ad hoc direct services of OAVPSA helps to provide one-stop services for issues brought by the student or their family member(s).</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, graduates and family members often contact the OAVPSA related to queries related to student records and participation records for student service, student leadership.</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>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>
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</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
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<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 would be somewhat impacted, as it relates to outreach helping to provide support, information and assistance, and other offices would have to assume this function.</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 and State and Federal civil and criminal laws, would be impacted. This service acts as liaisons with individual students and their families, 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 students and their families 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 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 life-long learner | OAVPSA serves as a liaison to students and family members, to resolve problems, assist with individual and group crisis management, early identification and response to negative behavior, and navigates various campus procedures and compliance with institutional and CSU regulations, and State and Federal laws. 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 | OAVPSA in conjunction with other student services offices 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 clubs, organizations, university events and sponsored activities. The Division of Student Affairs is responsible for literally thousands of programs and activities annually. |

<p>| Contribute to a sustainable planet through our academic programs, university operations, and individual | |</p>
<table>
<thead>
<tr>
<th><strong>behavior</strong></th>
<th>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 division’s student services offices insures that programs and activities are run with integrity, accountability and transparency. All In Student Affairs are held to the highest standards of personal conduct, collegiality and collaboration.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility. The OAVPSA provides an important link to targeted regional community segments through early outreach efforts and programs designed to increase the community’s college going rates, and provides enhanced opportunities for student engagement within the regional community in support and enrichment of the students overall learning experience in club and organizational activities and volunteerism.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td>The OAVPSA 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 for students, and providing for all students innovative and creative programming that foster a socially responsible and sustainable society.</td>
</tr>
</tbody>
</table>

**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 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, and ensuring that appropriate for supporting compliance and services related to acting as Dean of students and ad hoc problem solving for individual students and family members.

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 ad hoc problem solving in such areas, admissions, financial aid, housing, counseling, health and wellness, negative student behavior, time place and manner regulations, alcohol policy, student leadership, student activities, and student orientation and outreach, and deceased student protocols,—with implications to 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.

Our continuous improvement, we will develop a 3-5 year strategic plan, which includes the services related to ad hoc problem solving for individual students and family members. Program goals and objectives, metrics and benchmarks to measure service within the program elements will be developed. 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 more quickly to 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 have experienced increases in level of contact by students and family members requesting help and assistance. 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. Also, the development of peer mentoring program will provide leadership opportunities to help other students navigate systems and processes at the University, helping to reduce barriers to student success.

**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 and families receiving services. More recently, results indicated that there needed to be more clarity on the role of personnel in each of the program elements which has resulted in timely increased level of service in each of the programs areas, and
providing for students and families a one stop office to meet their needs.

Link to Scoring Rubric

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.

N/A

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 meetings, and all hands meetings. An array of documents articulate guiding principles and values for the program have been developed. CSUEB and CSU rules and guidelines are very prescriptive regarding student conduct and behaviors. While striving for excellence we demand ethical behavior; 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 personnel. Attending to student issues in timely fashion is critical to successful 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 providing ad hoc problem solving to students and family members identified over 700 requests for services 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 sought out services in sponsored programs, such as ad hoc problem solving for students.

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, or the ad hoc problems brought by students are competed on time or in a timely fashion. 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 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)

<table>
<thead>
<tr>
<th>Link to Scoring Rubric</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Link to Scoring Rubric</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Link to Scoring Rubric</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Link to Scoring Rubric</th>
</tr>
</thead>
</table>

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, and State and Federal laws related to student conduct and behavior.
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.

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 for students will also enhance efficiency.

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.

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 OAVPSA serves as a liaison for individual student and family members to help resolve problems assist with individual or group crisis management, early identification and response to negative student behavior, navigate various campus procedures and serve as an advocate for students when needed, quantifying the performance is difficult. A review of the calendar identified over 1200 meetings/activities
related to these functions in 2010-11, and over 1300 calendared meetings/activities for 2011-12.

7. Other

**Link to Scoring Rubric**

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.

All managers on campus have similar responsibilities related to delivering services within their respective areas. However, while compliance activities may be similar, the regulatory and legal requirements imposed by institutional, CSU, Federal and State laws regarding FERPA and HIPAA and student rights are extensive and require a knowledge, skill and competencies that are very different and notable from other departments.

**Link to Scoring Rubric**

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 regulatory and legal requirements imposed by institutional, CSU, Federal and State laws regarding FERPA and HIPAA and student rights are extensive and require a knowledge, skill and competencies that are very different and notable from other departments. The service of this office is extremely complex, detailed, with no room for errors. Staff are responsible for managing the indicators that ensure student and institutional compliance with civil and criminal Federal and State laws, and CSU and CSUEB rules and regulations regarding student conduct and behaviors.

**Link to Scoring Rubric**

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.