1. Support Services Report Template

Report Info
Name of the person completing this report: Corey Gin
Title of the person completing this report: Director
Supervisor/dean reviewing report: Brad Wells
Service: LEEP
Division/College: Administration and Finance

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.

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

4. Importance of Service

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

The primary function of this service is for LEEP to serve as a bridge to build and enhance the University's relationship with our local communities. Those communities are both internal and external to the organization, with primary emphasis focused on our alumni, the residents of Hayward and surrounding communities, those from the East Bay, and beyond. The purpose of the service is to identify and nurture opportunities of mutual interest where we can celebrate and strengthen our relationships.

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: 15%
Administrators/staff: 35%
Community outside University: 35%
Faculty: 15%
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>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></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>We are looking at additional ways that employees working together with students can engage the community.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></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>
<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>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</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>Area</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></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
</tr>
</tbody>
</table>

**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>Commitment</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></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></td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience</td>
<td></td>
</tr>
<tr>
<td>Enhancing each student's educational experience and prospects for success as a graduate and life-long learner</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td>We have opened up many of our activity and events within this service to include students. Engaging and supporting students with non-faculty staff has sent a message that everyone in the University supports student success.</td>
<td></td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td></td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td></td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td></td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td></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></td>
</tr>
<tr>
<td>One of the goals with this service is to actively engage and strengthen the University’s relationship with our local communities. We have started a few partnerships that have promoted such topics as disability awareness and living a stress-free, violence-free life, areas that are of great concern to the community.</td>
<td></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.**

There is a great need for our University to continue to strengthen our relationships with an ever-expanding network of communities. Some of those communities are internal, where we connect employees with each other, with students, and with alumni. Some of them are external, be it the local communities surrounding our University campuses or even extending to the greater San Francisco Bay Area and beyond. This service looks to fill that need by taking bold steps to engage with those communities in new and innovative ways. We do see the service growing, especially as we look towards discovering how we can support the complex challenges that higher education faces, especially if we can link community-building with student retention and success.

5. Quality of Service

**Link to Scoring Rubric**

3.1 Do you assess the quality of the service you provide?

No

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.

As this is a new service, we are just starting to establish criteria for how to measure the quality of this service. Community development takes a long view approach, so immediate results are not always forthcoming. However, one of the ways that we do measure success is by the potential positive impact the relationship will have on our employees, and to a certain extent our students, as well as the community we are working with.
3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

With the launch of this new service, we are mostly concerned with developing relationships both within and beyond the University. We do not have enough data to begin improving the quality of the events or services as many of them are just starting out. However, we do look at the quality of the experience and impact when we review whether we want to sponsor, partner, or participate in a community-building event.

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.

Once we have established the criteria for quality, we can then look at existing resources to help us measure it. Since we already do online assessments for other services in our program, we will look to continue with them for this service. We will also gather feedback via individual and small group interviews from those who participate in the service, as well as those who are the receivers of the service.

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.

In addition to the online assessments and individual/group feedback, we would be able to expand our research into how community building throughout a University can contribute to student engagement and success. We could also expand our efforts at the local level to connect with larger efforts at the regional, state, national, and international level.

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.

We’ve had only informal anecdotal evidence to help us assess the level of satisfaction for our users. Recently, we developed a relationship with the Golden State Road Warriors, a Bay Area organization composed of adult wheelchair basketball athletes who were looking for a home to host their practices. We provided a space for them to practice while they were able to help our campus community understand the challenges the physically disabled face in navigating the world. We believe that both parties have felt that offering this service has been a very positive and rewarding experience for everyone.

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.

Since the formation of this service was initiated shortly before the survey was given, there wasn’t much data to accurately describe the use and impact of this service to the University community over time.

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?
We have informal guidelines on how we expect participants to conduct themselves while participating in community-building events. Those same expectations are ones that we want all University professionals, as well as students, to uphold. We treat everyone with respect and dignity. And we believe that to make a positive difference in someone else’s life, we have to lead by example.

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

No

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.

We have not yet developed any metrics for measuring quality for this service. We will do so as we develop the service.

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

No

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.

Since this is a relatively new service, we don’t have any quantity goals. We try to have at least 1-2 service events or workshops each quarter. We are always looking to grow the service to include as many people as possible. We do need some time to understand what activities are needed or requested during certain times of the year, especially as it relates to workload.

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.

13000

Attach your allocated spreadsheet here.

initialbudget_salaries_2013_14_v4.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.

1200

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.
Attach your allocated spreadsheet here.

squarefootage_131104_v4.xlsx

Link to Scoring Rubric

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.)?

No

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.

This is a new service for a program established last year. Some of the opportunity costs have been very minimal in terms of salary or operating expense. We haven’t been able to measure the cost effectiveness for some of our community-building initiatives, but they may already have efficiency built-in. For example, the cost to the institution is low for those volunteering to work with others in our local communities while the payoff is huge in terms of the goodwill and positive relationships that have resulted from our participation.

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.

Much of our work with the community involves employees and students volunteering for events and activities. There isn’t much cost to the service other than those associated with marketing them to the community through our present web site, newsletter, and the occasional email.

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.

Since this service occupies a fraction of the time devoted to the entire program, we don’t envision much in terms of improving efficiency. It doesn’t take much in terms of resources to talk with people and develop relationships. If additional resources were provided for this service, we would look at the most efficient ways we could strengthen and enhance the community’s experience with CSU East Bay.

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.)?

No

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.

This is a new department with one individual. While we will make every effort to streamline processes and reduce unnecessary spending, we will need very little in terms of additional resources to increase the depth and breadth of this service.

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.

This is a new service. There was no service of this kind in 2011-2012.

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.

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

Our service is unique to the campus and to any University. While we do have organizations on campus that foster relationships between students and the local communities, we have no knowledge of any service that seeks to develop and support the relationship between the University’s employees, students, alumni, and others throughout the University community (including those throughout the East Bay Area). Furthermore, this service seeks to develop a culture and belief that all employees, in whichever roles they are in, are essential to student retention and success, while in school and beyond.

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.

As we are at the early stages of launching this service, the concept of developing and nurturing community in a variety of diverse and unique ways is still quite new and unfamiliar. And yet, the possibilities for success are unlimited as we look at new and different ways to engage, support, collaborate, and communicate with each other. Ultimately, we see this service expanding to help incubate new ideas, concepts, services, and programs that address the needs and challenges of our community. For example, hunger is a need in our community. One proposal to address this need could include faculty, students, and staff coming together to create and tend to a community garden on campus with the fruits/vegetables of their labor being donated to nearby homeless shelters. While this proposal doesn’t fit neatly into the current curricular practices, by pushing the boundaries of what higher education is supposed to be, we expand our thinking and participation to allow a larger community to support real change and dialogue. And those are lessons that our students will remember and take with them wherever they go.