1. Support Services Report Template

Report Info
Name of the person completing this report: Jagdish Agrawal
Title of the person completing this report: Dean, CBE
Supervisor/dean reviewing report: Jagdish Agrawal/Dean
Service: CBE Department Offices
Division/College: CBE

3. Mandated Service

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

Any other: X

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

In CSU System, every department is expected to be headed by a department chair. In special cases, a chair may represent multiple departments.

4. Importance of Service

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

List of department chairs’ duties listed in Senate’s web site:
Recruitment, retention, and promotion recommendations for faculty and staff.
Works to assure equal opportunity employment compliance.
Recruitment, retention, and advising of students.
Supervision and evaluation of faculty and staff.
Consultation with faculty on department, school, and university objectives, policies, and procedures.
Facilitation of internal communication among faculty and staff.
Development, evaluation, and modification of degree/credential programs and curricula.
Preparation of department budget requests and administration of budgetary allocations.
Preparation of class schedules and catalog copy.
Certification of payroll documents.
Encouragement of faculty growth and high performance in teaching, research, and other activities.
Maintenance of departmental records.
Representation of the University and department to external agencies.
Preparation of department correspondence/reports

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

Students: 65%
Faculty: 20%
Administrators/staff: 12%
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>Participate in college's marketing activities including keeping updated website; Participate in student orientation; Talk to prospective students about programs and career opportunities</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Develop quarterly and annual class schedule; Recruit high quality TT and adjunct faculty; participate in accreditation activities; advise students; process a variety of forms for students (e.g., independent study, add/drop classes); Handle student complaints; lead curriculum design/redesign and introduction of new program/courses</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Identify opportunities for internships and jobs, meet with alumni/donors, participate in career fairs, write recommendation letters, advise students regarding career choices.</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>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>
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</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Impact 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>Although department chairs are best equipped to promote the program and advise the students, major part of pre-college activities can be done by professional student</td>
</tr>
</tbody>
</table>
During college (helping students succeed while they are at Cal State East Bay) Without performance of the "During college" activities listed in answer to Q2.2 above, it is hard to see how a department/college can run without a chair. Chairs are responsible for making sure classes are running smoothly every day/week.

After college (helping students establish meaningful lifework and be socially responsible contributors to society) Similar to pre-college help, although chairs are well equipped to help graduates and maintain contact with alumni, these activities can be assigned to professionals in Career development center and dean’s office.

### 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>Service Alignment</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>Chairs are responsible for maintaining a current and relevant curriculum; hire academically and professionally qualified faculty, work with faculty to introduce innovative teaching, experiential learning so that academic quality is maintained.</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>Chairs are responsible for recruiting, promoting and maintaining a pool of diverse and competent faculty in their departments.</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>Chairs align with this strategic commitment primarily through (1) a current and relevant curriculum, (2) a competent faculty, and (3) advising/service including a student friendly schedule of classes.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Chairs and department admin support provide necessary services to the students by advising, reviewing/approving various forms, ensuring that students get the classes they want.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Chairs maintain a very high level of professionalism dealing with faculty, students, administrators and staff within and outside their departments/college. As leader of their departments, they are expected to act as role models.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Chairs contribute to this commitment by designing and redesigning curriculum, encouraging faculty to adopt innovative methods of teaching and learning, and encouraging adoption of new technology.</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>
</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.

A bachelor degree in business is one of the most popular degrees in CSUEB. About 1/3 of the graduating students in CSU East
Bay are from business. With new marketing efforts, it is very likely that number of students in CBE will increase in future. In addition, the college is committed to expanding enrollments in its graduate programs such as MBA and MA Economics. This will result in higher demand for services offered by the chairs. Demand for chairs’ services has already increased significantly due to introduction of a number of new programs such as MBA in Oakland and San Ramon, MS in Accountancy, BSBA online programs.

5. Quality of Service

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 college has to go through maintenance of AACSB accreditation every five years. A few of the standards where chairs play major roles are: Student retention; staff sufficiency - student support; faculty sufficiency; faculty qualifications; faculty management and support; student educational responsibility; management of curriculum. Besides, chairs have to follow deadlines in terms of their evaluation of faculty for RTP purposes, prepare quarterly schedules, reports to deans, etc. They also handle student complaints about teaching and services.

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

1. Chairs belong to Task Force to advise Admin/faculty who are responsible for implementing our assessment of learning plan. This is a newly created Task Force in CBE.
2. Chairs have started to create annual schedules of courses so that students can plan better.
3. They are involved in improving marketing of their programs/options including improving the departmental websites

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.

Chairs are responsible for a lot of different activities. College is in the process of creating two positions: marketing manager and career development manager. This will help streamline some of the activities chairs are doing currently so that chairs can focus more on delivery of quality education to the students. These actions are likely to improve the retention rates of students in their departments.

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.

There are four departments but only two admin support persons. The college could use increased admin support so that both quality and quantity of services provided by each department can be improved. Besides, two of the four departments in the college are big departments. These departments could use assistant/associate chairs to take care of scheduling activities. This will help free some time for chairs so that they can focus on improving the quality of education and creating new programs/options.
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 do not use any formal process to survey users of services provided by department chair’s office. However, chairs are evaluated every 4 years. Based on the feedback received from students, staff and faculty, they are reappointed or replaced.

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.

As far as we know, department chairs services were not included in this survey.

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

Being in the front line, chairs face pressures from deans, faculty, staff and students. But they are expected to behave very professionally all time. They are expected to treat everybody with respect. This is also true for the Department admin.

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.

AACSB, college accreditation body, requires that each department must have at least 65% of academically qualified (AQ) faculty and at least 90% academically (AQ) and professional qualified (PQ) faculty every year. AQ and PQ faculty are determined based on academic degree, publications, consultancy, etc. This means chairs have to monitor this percentages every quarter to make sure faculty teaching in their departments are well qualified as per standards determined by AACSB.

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.

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.

533417

Attach your allocated spreadsheet here.

Link to Scoring Rubric

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.

123426

Link to Scoring Rubric

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.

478

Attach your allocated spreadsheet here.

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.)?

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.

1. Due to budget constraints, we reduced the admin support for 4 departments to 2 persons from 3 persons, reducing the total salary costs. When necessary, we hire student assistants.
2. The reduction in number of admin also reduced the space required from 3 offices to 2 offices.

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.

1. Use of online applications for TT positions this year is likely to reduce the pressure on Admin.
2. Chairs are getting more involved in marketing of academic programs and the college.

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.

Two large departments could use assistant chairs to help them develop quarterly schedules so that they can spend more time in developing innovative programs, improving curriculum, exploring adoption of new technology in classroom, identify new means of improving student success (e.g., graduation rate, retention rate); and meet with alumni.

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.

There are 4 department offices/chairs representing 9 different interest groups/disciplines (Accounting, Finance, Economics, HR, ITM, OSCM, strategy, Marketing, and Entrepreneurship). These 9 interest groups or 4 departments are supported by only 2 admin. In other words, they are already very efficiently run.

One can reduce the total cost by having chairs appointed for 9-month only. However, this is likely to increase the workload of deans' office.

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.

Given the nature of services department chairs provide, it is very hard to quantify their services. Besides, currently, we don’t have a system of keeping records (for example, one can keep a record of the number of student complaints handled. For some of the other services (e.g., number of adjunct faculty hired), there are records, but they may not serve any meaningful purpose for measurement of efficiency.

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?

Yes

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

There are a set of common services that are provided by all the academic departments in four colleges although each college has its unique culture creating differences in services across four colleges. For example, most of the advising services in CBE are provided by Student Service Center even though chairs are available to advise students when needed/asked.

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.

A unique feature of departments in CBE is that except for department of Economics, departments do not offer distinct academic degrees although they offer options/minors. The department of Economics offer BA Econ and MA Econ degrees. All the four departments collectively offer MBA and BSBA degrees. From this year, department of accounting/Finance has also introduced a new degree - MS Accountancy. Because these four departments offer joint degrees, their activities specially in relation to class scheduling have to be coordinated by directors of grad and undergrad programs. This is also the reason why CBE has a one-stop student service center for advising.

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.

Chairs' job is one of the most challenging jobs in University. They are both faculty and administrators at the same time
representing two groups of people who are not necessarily on the same page most of the time. In the chain of command of university administration, they are closest to the battle ground interacting directly with faculty, staff, and students and deans. They have to maintain a very delicate balance as well as be very good negotiators to do their job right. It is a challenging task.