1. Support Services Report Template

Report Info
Name of the person completing this report: Debbie Chaw
Title of the person completing this report: Exec. Dir. of Adv Svcs & Foundations
Supervisor/dean reviewing report: Ara Serjoie
Service: Cal State East Bay Educational Foundation Support
Division/College: University Advancement

3. Mandated Service

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

State Law: Uniform Prudent Management of Institutional Funds Act
Title 5: Part V, Chapter 1, Subchapter 6
Federal Law: N/A
Executive Order: N/A
Campus Policy: Gift Processing Guidelines
Any other: N/A

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

Gifts to CSUEB must be accepted and processed by Ed Foundation, which must follow regulations pertaining to Auxiliary Organizations under Title 5. Since president and CFO are ultimately held responsible for ensuring this, staff support within University Advancement is assigned to manage and support the operations for the Foundation. Endowments must be managed in accordance with UPMIFA adopted by California.

4. Importance of Service

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

Oversee operational management of the Ed Foundation, which is a separate 501(c)(3) organization authorized to accept all private gifts on behalf of the University, to ensure compliance with CSU, campus, state and federal regulations and policies. The University Advancement VP is president of the Ed Foundation and provides leadership and overall strategic direction to Ed Foundation board to ensure alignment with the University's vision and mission. Operational oversight by the executive director includes reviewing and approving gift agreements; monitoring and tracking endowments and investments held at the Ed Foundation and current-use funds held by the University; approving distributions to the University; developing and/or revising policies; preparing and tracking organization expense budget; and maintaining official records and legally mandated documents.

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)

Administrators/staff: 5%
Alumni: 30%
Community outside University: 10%
Faculty: 10%
Colleges/departments: 20%
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></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></th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
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<td>This service supports the organization dedicated to supporting the university’s mission to provide educational excellence for a diverse society through advocacy, fundraising, personal contributions, and counsel to the university’s advancement program. Additionally, this organization manages the endowments on behalf of the university so staff support is critical to assist the board in performing its fiduciary responsibilities.</td>
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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></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>
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<td>Ed Foundation plays a large philanthropic role at CSUEB and it manages the endowments which support various scholarships and programs. Supporting and managing its operations by university staff is critical to ensure it remains a viable organization in order to assist CSUEB in raising private support.</td>
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**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?

| Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship | N/A |
| Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development | N/A |
| Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner | A majority of the endowment funds managed by the Ed Foundation support scholarships and programs for students. Endowment management is important to ensure funds are available to support these scholarships and programs. |
| Foster a vibrant community through enriched student services and student life that support student engagement and learning | N/A |
| Contribute to a sustainable planet through our academic programs, university operations, and individual behavior | N/A |
| Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University | The management and tracking of endowed and non-endowed funds needs to be transparent to the campus community and donors. Through collaboration with fiscal affairs and depts./colleges, this service strives to improve the accountability to ensure funds are spent appropriately and in a timely manner. |
| Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility | Board members are alumni of CSUEB or represent companies who support CSUEB. They are advocates of the university and higher education. Through their advocacy, personal contributions and fundraising efforts, they continue to promote education and social responsibility. |
| Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM) | N/A |

**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 stay the same

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

Since the demand for the service is not volume specific, I expect the demand to remain flat even though endowment gifts and current-use gifts will increase over the next 5 years. Additionally, the number of board meetings and committee meetings are expected to remain the same so the preparation and staffing of the meetings should stay the same. There is the possibility that the activities or the specific work functions related to tracking and monitoring of funds may changed due to system and process changes implemented by the University and within the division.

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.

No, the quality of the service is not formally assessed. Since having the material readily available for the board and committee meetings are important, we do pay particular attention to timeliness, accuracy and work quality. Informal feedback has been received from board members regarding board material and board activities. The process for monitoring endowments and current-use funds has improved due to new processes implemented the past fiscal year as a result from informal feedback from the university community. Other functions are performed and completed as requested and in a timely manner.

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.

A new administrator with the financial skills and previous experience of managing and directing the operations of a CSU philanthropic foundation was hired to oversee the operations in August 2012. New processes implemented the past fiscal year has resulted in better tracking of funds and streamlined the spending process for departments.

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.

Informal feedback from university personnel and board members will continue.

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.

The tracking and reporting of endowed and non-endowed funds for donor stewardship will improve once the appropriate systems and processes are in place. Resources added to other services in university advancement (e.g., stewardship) and financial aid (e.g., scholarship coordinator) will help improve this service. Board member engagement will increase with respect to assisting staff as ambassadors and advocates for the university; however this requires extensive training of the board members.
3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

No

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

When informal feedback from board members, administrators, staff, etc., is provided, we do our best to incorporate their feedback in our work processes.

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

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?

No

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

This service is internally driven but outwardly focused since many of the board members are alumni and community members as well as donors. Everyone is treated with respect and provided with first-rate customer service.

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.

I am not aware of any quality goals associated with providing this 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.

This service is not quantity driven. The expectation is that we prepare whatever is needed for board and committee meetings. Endowment related questions and requests from the campus community and donors are handled when received.

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.

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.

0

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.

112

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.)?

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.

Yes. Due to personnel changes within university advancement and streamlined processes implemented by the university, the responsibilities of managing the operations of the Ed Foundation have changed. Two years ago, the VP of university advancement, advancement services director and budget coordinator, were very involved in managing the operations and budget. Now, only the executive director is responsible. Additionally, shifting the management of the non-endowed funds to the university has allow for streamlined processes for the tracking and spending of funds.

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.

Major changes were implemented in FY 12/13 so we are waiting to see the full impact of these changes.

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.

Major changes were just implemented in FY 12/13 so we are waiting to see the full impact of these changes.

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.

Major changes were just implemented in FY 12/13 so we are waiting to see the full impact of these changes.

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.

There were approximately four board meetings and over twenty committee meetings. The Ed Foundation maintained over 110 endowment funds and at least 200 non-endowed funds, all of which required tracking of gifts, payout distributions and/or approval of expenses.

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.

Office of VP of Administration and Finance staffs Ed Foundation finance and investment committee and audit oversight committee since the VP is on the board and is the treasurer.

VP of Student Affairs provides similar support of ASI which is an auxiliary organization.

VP of Administration and Finance provides similar support of CSUEB Foundation, Inc., which is an auxiliary organization.

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.

The Ed Foundation is a CSU auxiliary organization formed purely for the benefit and support of CSUEB. Having no employees, it is supported by advancement staff and outsources its financial functions to the University. CSUEB recovers its cost as part of the annual cost recovery allocation. It has its own operating budget which pays for the cost recovery fee and other administrative expenses related to running a foundation. This service plays a supportive function of maintaining the foundation since it is in the best interest of the University to do so.

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.

No