1. Support Services Report Template

Report Info
- Name of the person completing this report: Martin Castillo
- Title of the person completing this report: Director - Housing, Dining and Parking Svcs
- Supervisor/dean reviewing report: Stan Hebert
- Service: Oversee department programs
- Division/College: Student Affairs

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.

- Federal Law: Fair Housing Act, ADA (ratios of ADA parking spaces to non-ADA spaces)
- State Law: California Landlord/Tenant
  - Title 5: Section 42000-42013
- Any other: Collective Bargaining Agreements

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

- Fair Housing Act--in April 2013, a Nebraska judge ruled that university-owned housing is subject to FHA.
- ADA--law requires that a certain ratio of ADA parking spaces in each parking lot.
- CA Landlord/Tenant--university-owned housing programs are held to strict guidelines.
- Title 5--addresses administration and fees pertaining to university-owned housing and parking.
- Collective Bargaining Agreements--CBAs determine appropriate work assignments.

4. Importance of Service

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 within each department (Housing, Parking, Dining and Vending/commercial services). Allocate resources to departments and programs to adequately achieve their objectives.

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

- Students: 10%
- Administrators/staff: 80%
- Community outside University: 10%
- 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>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>
</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>

Provide a brief narrative (<60 words each) explaining your selection for each area.

| Pre-college (helping students to enter the system) | Providing oversight to the direct services ensures that those direct services are timely and of assistance to students considering attending CSUEB. |
| During college (helping students succeed while they are at Cal State East Bay) | Providing oversight to the direct services ensures appropriate levels of funding is available for the direct services. |
| After college (helping students establish meaningful lifework and be socially responsible contributors to society) | |

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>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>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</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>
</tr>
</tbody>
</table>

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

| Pre-college (helping students to enter the system) | Without constant oversight and visioning related to meeting the demand for on-campus housing, certain students from outside the immediate area would not be able to attend CSUEB. |
| During college (helping students succeed while they are at Cal State East Bay) | Effective operation of the services (housing, dining and parking) during students' tenures on campus can positively affect engagement and retention efforts. |
After college (helping students establish meaningful lifework and be socially responsible contributors to society)

Positively engaged students can benefit alumni relation efforts.

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>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>Professional development opportunities are used to recruit and retain staff members and promote a diverse and inclusive workforce.</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>Ensuring that an continued assessment of demand leads to the appropriate plans for expanding needs within housing, parking and dining.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Effective operations in housing, parking and dining will positively contribute to a student’s engagement.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Providing direction to operations in housing, parking and dining and emphasizing the need to grow sustainable programs (like the vehicle charging stations).</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Effective, consistent and timely assessment of common practices to ensure efficient and responsive programs.</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.

Federal and state laws continue to expand and be reinterpreted requiring management that if fully aware (or able to learn quickly) to ensure programs are in compliance.

Link to Scoring Rubric

### 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
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 effective oversight is measured formally and informally. Weekly meetings with all direct reports are held and an annual performance review is completed. Deadlines are measured at staff meetings and budgets are compared to a 30 year projection every 6 months to ensure budget needs are being planned for ahead of time. In addition, each department meets quarterly with the budget office to complete a budget review.

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

Ensuring consistent meetings with each area manager and/or their teams has helped to improve communication flow.

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.

There are many avenues for cross-comparison of data. Involving Institutional Research to have stronger data to show our strengths and weaknesses is critical. For example, we have a great opportunity to show whether there is a direct correlation between living on campus and increased retention rates. As we move toward a renewed focus on engagement, retention and ultimately higher, more successful graduation rates, we need to be more intentional about what data will help guide us and how cross-divisional collaboration will help us achieve these University goals.

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 retrospect, in order to achieve a more intentional/focused cross-divisional collaboration, there might need to be additional staff added to PEM/IR.

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.

Weekly meetings with area managers.

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.

With a score of “3” being equal to “Fair”, it seems as though we did well overall; however, there is clearly still room for improvement.

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 shared and discussed during annual performance reviews. These guidelines are discussed informally during weekly meetings. Basic tenants of civility, support, teamwork and professionalism are required.

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.

The annual goal is to ensure that nothing is surprising feedback to an area manager during an annual review. This ensures that any potential issues are being addressed in a timely manner rather than waiting to discuss them during an annual review. In addition, this provides a good avenue to affirm positive practices too.

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.

The goal is to have biweekly meetings with area managers.

Link to Scoring Rubric

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

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.

460262

Attach your allocated spreadsheet here.

AF- Housing Ent Park 2011-12 Expenses costs distributed.xlsx

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.

164499

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.

215
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 number of staff members providing oversight has been reduced when all 3 departments were consolidated into one (Housing, Dining and Parking Services).

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 consolidation of the three services into one department provided some efficiencies and opportunities for collaboration.

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.

   With additional resources, there can be more direct oversight and assistance for each functional area.

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.

   With succession planning in mind, additional staff members will be asked to absorb additional responsibilities to ensure continued improvements regardless of staffing changes.

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.

   It is difficult to measure output as it is related to providing oversight. However, there were approximately 30 staff meetings, 45 one-on-one meetings and 20 functional committee meetings that took place during the year.
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.

All managers have similar responsibilities for oversight of services within their areas; however, some of the legal requirements are different.

[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.

Knowledge of landlord/tenant, Fair Housing, Title 5 (parking and housing), Collective Bargaining Agreements and health code (Dining) requirements.

[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.