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: On-Campus Housing/Summer Conference Housing  
Division/College: 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: Fair Housing Act/ADA  
State Law: California Landlord/Tenant  
Title 5: Section 42000-42013

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 Fair Housing Act.

CA Landlord/Tenant--university-owned housing programs in CA are subject to strict guidelines pertaining to, among other things, eviction and late payment regulations.

Title 5--addresses administration and fees pertaining to university-owned housing programs.

4. Importance of Service

**Link to Scoring Rubric**

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

Manage on-campus housing for university students, guests and summer groups. This includes, but is not limited to the following:

1. Front desk reception  
2. Process applications and contracts for on-campus housing  
3. Coordinate billing (rent and board) and payment plans  
4. Maintain assignments for residents including wait lists, room changes and cancellation requests  
5. Maintain resident records (student files) for up to 7 years  
6. Provide mail service and access cards  
7. Maintain department databases (StarRez, Advocate, eRezlfe) and security camera footage  
8. Maintain department budget including planning for capital improvements  
9. Coordinate with University Facilities  
10. Coordinate with department vendors (Comcast, laundry, pest control, furniture, summer custodial)  
11. Manage conference housing services (including marketing, contracts, billing)  
12. Department assessment

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)
Students : 90%
Faculty : 2%
Administrators/staff : 2%
Community outside University : 6%
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>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>The Housing staff members are responsible for the marketing materials and the processes for applying, contracting and making payments. Many students, especially first-time freshmen, would not be able to attend CSUEB without securing on campus housing.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>In addition to all of the administrative services provided, students have the option of meeting one-on-one with on-campus housing staff members to discuss payment plans, assignments, mail, internet issues and maintenance concerns.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Positive experiences navigating administrative needs with on-campus housing can lead to fully engaged students who become active alums.</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>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>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Provide a brief narrative (<60 words each) explaining your choice. Evidence submitted to support the chosen selection (<60 words for each selection)

| Pre-college (helping students to enter the system) | If the Housing administrative functions are not working properly and a student is not able to successfully navigate the processes, they could end up without on-campus housing which could prevent them from attending CSUEB. |
| During college (helping students succeed while they are at Cal State East Bay) | If the Housing administrative functions are not working properly and a student is not able to successfully navigate the processes, they could end up without on-campus housing which could prevent them from attending CSUEB. |
| After college (helping students establish meaningful lifework and be socially responsible contributors to society) | A positive experience may benefit alumni relations 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>Recruiting and retaining diverse staff members helps to promote a diverse and inclusive workforce. In addition, knowledge of Fair Housing/ADA and Chancellor’s Office foster youth initiatives helps to diversify our student population.</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 lifelong learner</td>
<td>Knowledge of Fair Housing/ADA and CO foster youth initiatives helps to diversify our student population and expand access. In addition, assessing occupancy trends and enrollment targets (including geographical targets) helps to better understand the need for more housing.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>One of the main reasons for working directly with students (and not their families/parents) is to help students learn &quot;real world&quot; skills (meeting payment deadlines, submitting maintenance requests, etc.) to help prepare them for life after on-campus housing.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Allowing students to self-select their living spaces provides them more ownership in the process and allows the department to be fully transparent.</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>
</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 recently completed housing market demand study shows that CSUEB requires additional on-campus housing in order to address a growing demand from students.

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.

Recently, the department began incorporating the national ACUHOI (Assoc. of College and University Housing Officers International) standards to help assess and measure business practices. In addition, we will be using the EBI (Educational Benchmarking, Inc.) survey to compare our efforts against other similar-sized universities across the state and nation and to ourselves from year to year.

Informally, we track the number of visitors/phone calls (including the reason for their visit) and the maintenance requests that are submitted to address trends as they begin to emerge.

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

The department has been assessing all of the administrative processes to determine how to improve them. One of the main initiatives that resulted from the initial review was an increase of the ability to complete tasks online. Students are now able to complete administrative requests online (application, contract, room selection, maintenance requests, IT requests, etc.). Recently the department has begun to review and analyze the Housing/Residence Life section of the Council for the Advancement of Standards in Higher Education (CAS).

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.

As the department has grown and evolved, it can continue to improve by increasing the standardization of processes. Staff members will need to continue to build their networks (Bay Area, California, nation-wide) to find best practices that can be easily adapted and incorporated into the department processes. Utilizing EBI and CAS will be instrumental as well.

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.

Many of the department's "wish list" items will rely on the University ITS for some interfaces that will allow for additional on-line options for students (interface with CashNet) and/or data assessment (GPA comparison between on and off campus students). This may require additional staffing resources (particularly in ITS).
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.

This year the department is incorporating the EBI satisfaction survey. In addition, student input is consistently shared from the Residence Hall Association (RHA).

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.

All scores were over the mark of “3” which was denoted as “Fair”. This is a good indicator that the University is moving in the right direction.

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. The largely administrative area adopts a “student advocacy” mentality in all matters which often results in helping students learn about timelines and other “real world” topics. The department participates in periodic training sessions to improve cultural awareness, professionalism, student development and improving communication.

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.

Area goals will be expanded with the addition of EBI, ACUHOI and CAS standards. Up to now, the main goal for the area has been to maintain a high occupancy level (above 95%) throughout the year by providing timely customer service in regards to administrative services (maintenance requests, payment plans, etc.). During the last two years (2011/12 and 2012/13) there have been large waiting lists at the start of the fall quarter and the average occupancy for both years has been approximately 96%.

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.

In direct correlation to the quality information, the annual quantity goal is to maintain an average of at least 95% occupancy and this has been achieved over the last two years. In addition, one of the goals has been to ensure that maintenance requests are addressed
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.
AF- Housing Ent Park 2011-12 Expenses costs distributed.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.

8146994

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.

2149

Attach your allocated spreadsheet here.
Space AF Housing square ft.xlsx

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.

Housing Services has worked to automate many of the manual processes that have been previously used in order to improve the efficiency of the services offered. Students are now able to complete their housing contract and select their assigned space online. In addition, maintenance requests and requests for assistance with internet connectivity have all been moved to an online process. This fall (2013), Housing Services partnered with Cashiering Services to allow students living on campus to combine their Housing and tuition payments for the first time. We will be assessing the success of this process during the year.

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.

Increasing the use of technology will continue to be the main initiative for improving efficiency for Housing Services. In addition, partnering with other campus departments (ITS, PEM, etc.) to automate data collection/analysis will be critical and can be completed
Housing Services continues to be “paper heavy”. If additional resources were identified, the department would begin looking for avenues to become more sustainable (and efficient) by eliminating the amount of paper being used.

Housing Services will continue to work on developing and strengthening campus partnerships. Too often a business practice is in place because it has always been done this way. This year, Housing Services will begin reviewing/assessing all business practices to ensure that it is still the best, most effective method for accomplishing the need.

During the course of the 2011/12 fiscal year, Housing Services serviced the following:

1. Resident contracts = 1649 (including summer)
2. Conference housing guests = 1338
3. Maintenance tickets = 3146
4. Applications = 2274
5. Resident mail (including packages) = approximately 56970

One of the more telling statistics is that the retention rate for students who lived on campus for 11/12 and opted to return for 12/13 increased by 9% (from 35% to 44%).
Providing on-campus housing for students and summer conference guests is very unique at CSUEB. Housing Services is one of the few 24/7/365 operations that exists. Providing on-call services for students living on campus including weekends and holidays/campus closures.

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.

Housing Services expanded from 400 beds to 1300 bed in 2008. Little thought was given to staffing needs to ensure that the increase in not only the number of students, but the quality of service could be met. Over the last 3 years, the department has been working on ensuring that these needs are being addressed and truly working on creating a solid program that will play a part in increasing engagement, retention and ultimately graduation rates.

Also, debt service is a large portion of the cost associated with this department’s expenses. Between cost recovery owed to the University (approximately $1.3 million); debt service ($5.2 million) owed to the Chancellor’s Office and utilities for Pioneer Heights ($800K) leaves approximately $800K for true departments expenses including salaries/benefits.