1. Support Services Report Template

Report Info

Name of the person completing this report: Teresa Golebiewska
Title of the person completing this report: EXCEL Program Director
Supervisor/dean reviewing report: Diana Balgas
Service: Student Support Services/EXCEL
Division/College: Academic Affairs
Name of second reviewer (if necessary): Linda Dobb

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.

Federal Law: 0
State Law: 0
Executive Order: 0
Title 5: 0
Campus Policy: 0
Any other: 1

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

EXCEL supports the University to be in compliance with laws related to the equal access to education for ethnic minorities and Americans with Disabilities Act.

4. Importance of Service

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

EXCEL has a 43 year history of empowering disadvantaged students at CSUEB. It provides holistic counseling, developmental tutoring and workshops to help the students create and achieve their academic and career goals and integrate into the university life. EXCEL has two components: federally funded TRIO/SSS program for first generation college, low income and disabled students (425 students) and recently added and funded by A2E2 counseling for veteran students (180-200 students). Also, EXCEL supports GANAS students who qualify for EXCEL services. Ninety percent of EXCEL students are from underrepresented minority groups. The program has measurable annual goals and demonstrates consistently high persistence, graduation and good academic standing results.

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: 100%
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></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>
<td>Pre-college (helping students to enter the system)</td>
<td>EXCEL and veteran students receive academic and personal counseling, career and goal planning, multi-subject tutoring, scholarship guidance, financial literacy education and graduate school advising. Counselors help students develop educational plans, understand financial aid and apply for scholarships. In addition, developmental tutoring is offered to struggling students. Counseling and tutoring are provided in one-on-one scheduled sessions by qualified counselors and tutors.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Career planning is an integral part of the holistic counseling. Counselors help students to assess their career interests and select classes and majors that lead to achievement of academic and professional goals. Counselors inform students about available internships and help fill out applications.</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></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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</tbody>
</table>

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

<table>
<thead>
<tr>
<th></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>Approx. 600 disadvantaged and veteran students would not have individualized support to achieve B.A.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Approx. 600 disadvantaged and veteran students would not have individualized support to achieve B.A.</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>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>EXCEL is one of the major conduits the University uses to reach out to low income, minority and first generation college students. Rooted in the War on Poverty, the program is designed to remove social, cultural and institutional barriers to education at CSUEB.</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>EXCEL's mission is to promote academic, personal and professional success among low-income, first generation, disabled and veteran students who traditionally have very low higher education attendance and graduation rates. The program achieves this goal through student-centered and individualized services that foster academic achievement and personal growth of each EXCEL participant.</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>EXCEL empowers students to actively participate in campus life and become student leaders. For example, information about clubs and other student activities is disseminated in the EXCEL office and on the Facebook page. Also, counselors encourage students to partake in campus life during counseling sessions.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>EXCEL has annual goals for student participation and retention, graduation and good academic standing rates. The Annual Performance Report is submitted to the USDE and results are shared with the CSUEB community. Also, an annual satisfaction survey is distributed among all EXCEL students, each tutoring session and workshop is evaluated by students, and ad hoc needs assessments are conducted as needed.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>As the EXCEL students graduate they return to their communities as leaders and role models for future generations.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>The next grant competition (2015) will require TRIO/SSS programs to incorporate STEM education into its services. EXCEL staff already met with CSUEB STEM Institute to discuss possibilities of collaboration between the programs in the area of counseling, internships, tutoring and mentoring.</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>
</tbody>
</table>
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.

The population of first generation/low income and students veteran students has been growing over years at CSUEB. Currently, over 80% of CSUEB students are minorities and more than 30% of the students are low-income and/or first generation. Many of them come from underperforming high schools, experience cultural shock in first years of college, don’t have family support and frequently are parents themselves who face economic issues. Veterans face similar challenges in addition to issues developed in combat. Currently, approx. 200 veterans are enrolled at CSUEB.

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.

EXCEL uses several measures to gauge quality of program services: GPA, academic standing, graduation rates, persistence rates, enrollment status, college class level, reasons for withdrawal, pre-post GPA for tutoring, student satisfaction level. Results are reported in Annual Performance Report, learning skills reports and satisfaction surveys.

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

- Expanded workshop choices.
- Successfully established EXCEL Facebook Group to foster communication between students and EXCEL staff as well as among EXCEL students. Students embraced the idea and are active in the group.
- Implemented BLUMEN database to improve record keeping (i.e. counselors’ notes) standards, increase data accuracy, and decrease time required for preparing reports.

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.

Last year, EXCEL lost all tutoring rooms in the Library Bldg. and University Library due to incorporating services for veteran students and the Warren Hall Demolition Project. In order to provide high quality developmental tutoring, EXCEL needs to replace these spaces in another area (i.e., an office in the Library, SCAA area, etc.). Temporarily, tutoring is being provided in the students’ computer lab, reception area and a vacant office. However, this arrangement is not adequate for students with disabilities due to high noise level. The vacant office will no longer be available once the Veterans Counselor is hired.

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.

1. Increase tutoring space available and hours to meet the needs of EXCEL students.
2. Create Veteran Student Service Center with access to a lounge with a study area and space facilitating interaction between veteran students (combining all services currently provided by PEM, SA, etc.)
3. Offer more professional development opportunities and performance awards for staff.

Link to Scoring Rubric

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.

EXCEL conducts an annual Student Satisfaction Survey (SSS), ad hoc assessments of student needs and preferences (i.e., popular topics and time for workshops) and on-going evaluation of tutoring sessions and workshops at the end of each session. Additionally, holistic counseling creates an environment where students feel comfortable providing direct feedback to their counselors or other EXCEL staff. All students’ comments are included in planning and reflection on the program services.

Link to Scoring Rubric

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.

EXCEL was not included in this survey. However, a Student Satisfaction Survey conducted by the Office of Student Retention Services in April 2012 showed over 90% satisfaction level with front desk services, wait time for a counselor, counseling and tutoring, student lab and quality of information provided. Workshops and tutoring was also highly rated by the participants.

Link to Scoring Rubric

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.

The EXCEL staff is expected to follow principles of external and internal customer service and be respectful and helpful in interaction with students and colleagues. For example, emails and telephone calls are answered the same business day; students are referred to other departments if EXCEL cannot offer help; all deadlines are met. The same standard applies to tutors and student associates who receive customer service training and supervision. Finally, counselors discuss with students EXCEL interpersonal and communication standards to avoid miscommunication.

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.

Persistence Rate - 70% of EXCEL participants will persist from one academic year to the beginning of the next academic year or graduate.
2011-12 Persistence: 89.7%

Graduation Rate – 60% of new participants served each year will graduate within six years.
2011-12 Graduation: 67%

Good Academic Standing – 75% of all enrolled EXCEL participants will meet the performance level required to stay in good academic standing at CSUEB.
2011-12 Good Academic Standing: 94.3%

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 participation goal is 425 federally funded students and at least 60% of veteran students enrolled at CSUEB. Amount of services that each student receives is individually assessed and varies depending on the student needs. Each student is expected to contact their counselor at least once per quarter. In 2011-12, students received tutoring (108), advice in post-secondary course selection (342), financial literacy counseling (202), information and assistance in applying for Federal Student Aid (47), assistance in applying for graduate school and obtaining financial aid (98) in one-on-one sessions and workshops. In addition, EXCEL made 183 referrals to other CSUEB departments.

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.

515856

Attach your allocated spreadsheet here.

PFD Salaries.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.

14342

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.

1353

Attach your allocated spreadsheet here.

Space AA Excel(1).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.

In the last 3 years, EXCEL’s budget has decreased by 8.5% due to the Federal budget cuts. Currently, cost per EXCEL student is $1,059. Nevertheless, EXCEL continues to serve this same number of students and maintains the same scope of services. Moreover, EXCEL leveraged its resources with A2E2 funding to extend holistic counseling to all veteran students at CSUEB. A2E2 is paying Veteran Counselor’s salary and EXCEL provides the Counselor with professional development, organizational structure, expertise, student-centered work environment, space, supervision, oversight and administrative support. Tutoring room was converted into Veteran Counselor’s office and temporary tutoring space was created in the student computer lab. As a result, cost of services provided to veteran students is only $417/student.

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.

As a federally funded program, EXCEL has an approved budget that has to meet federal efficiency standards. Also, the program is required to implement approved grant proposal without making major changes. However, there is a possibility to leverage EXCEL and Project Impact’s (another TRIO/SSS program at CSUEB) services in an effort to increase program efficiency and control operational costs.

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.

• Hire a consultant to develop error-free interface between PeopleSoft and BLUMEN database.
• Update technology and software (i.e., computers, publication software) to improve communication presentations and informational materials.

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.

EXCEL will continue to provide low-cost services to veterans and students who meet Federal eligibility criteria. Opportunities to collaborate with Project Impact go on. EXCEL will use SCAA resources to supplement tutoring. Collaboration with CSU STEM Institute will be developed to intensify academic advising and career opportunities in STEM disciplines for EXCEL and veteran students. The program is implementing a team-based management approach to fully utilize strengths of each staff member.

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.

In 2011-12, 425 students (unduplicated) participated in multiple one-on-one counseling sessions which included advisement in
postsecondary course selection (342), financial literacy counseling (202), information and assistance in applying for Federal Student Aid (47), assistance in applying for graduate school and obtaining financial aid (98). In addition, EXCEL made 183 referrals to other CSUEB departments. 108 students (unduplicated) received tutoring in multiply subjects.

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.

Educational Opportunity Program (EOP).

Similarities. Both programs use holistic approach to counseling which are differently organized.

Differences: EOP is state funded and EXCEL is federally funded. EOP does not provide tutoring but has Summer Bridge. All EOP staff are the University employees. EXCEL staff includes both the Foundation and University employees, which adversely affects employee retention.

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.

EXCEL is a unique federally funded TRiO program at CSUEB with clear vision, mission, and goals. Its vision is rooted in the War on Poverty and principles of social justice, equal opportunity and empowerment of disadvantaged people in the U.S. EXCEL's mission is to promote academic success and retention among CSUEB undergraduates who are low-income, first generation college and/or disabled students. It is supported by ambitious goals for persistence, graduation and good academic standing rates which have always been exceeded. EXCEL uses research-based holistic counseling and developmental tutoring provided by highly qualified counselors and trained tutors. Program’s effectiveness is measured by the Annual Performance Report and satisfaction surveys. EXCEL model is being applied to counseling for veteran students at CSUEB.

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.