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: Dean, CBE
Service: College office/Dean’s office
Division/College: CBE

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.

Campus Policy: X

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

I am not sure if the College office is mandated by any law, but each college is expected to have a dean as the lead administrator. This is not only a campus policy, but this system of college/dean’s office exists in all four colleges of this campus and colleges of all the campuses of CSU system.

4. Importance of Service

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

Lead the college towards achieving its mission and vision
Develop goals including maintenance of AACSB accreditation and strategic plan to achieve those goals
Perform faculty/staff hiring, retention, tenure and promotion activities and maintain/improve their morale
Acquire and Allocate human, physical and monetary resources to achieve college’s goals
Run the college effectively and efficiently
Responsible for ensuring quality education, timely graduation, and placement of graduates
Represent college to offices and communities outside the college and University

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: 45%
Faculty: 20%
Administrators/staff: 10%
Alumni: 10%
Community outside University: 10%
Academic Senate and/or committees: 5%
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>Marketing of college to recruit students; deciding enrollment targets and admission of criteria; supervise student orientation; supervise student service center, provide scholarships to incoming students</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Coordinate with department chairs the schedule of classes to make sure the students get the classes they need, recruit high quality faculty as needed, address students' complaints, supervise student service center ensuring proper advising, allocate resources to improve student retention and graduation rates</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Acquire internships, coordinate with relevant divisions to hold job fairs, maintain/promote relationship with alumni. Invest resources (e.g. career development center) to improve student placement rate</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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</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>Associate dean manages our student service center that is responsible for recruiting and reviewing students apps, conducting student orientation, and advising students</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>As indicated in the list of major activities performed by College office, deans are responsible for maintaining/improving the quality of education through maintenance of accreditation, hiring TT faculty and allocating resources to those activities that help students, faculty and staff</td>
</tr>
</tbody>
</table>
### 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>College office is responsible for developing relevant and current curriculum, recruit/maintain competent faculty, encourage/approve new programs and teaching, maintain quality of education. College invests significant amount of resources to support faculty research and experiential learning. College is AACSB accreditation that speaks about its quality. Only 5% of the business schools in the world are accredited.</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>We are mindful of the demographics of our students. We maintain diverse faculty and staff. Through our curriculum, teaching, experiential engagement, we promote creation of global citizens who can work with anybody and anywhere. The college has also started new programs to reach communities in Oakland and San Ramon</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>The college office exists to make sure students receive a great educational experience through relevant and current curriculum, proper advising/services and well trained faculty. CBE is the only college that has a dedicated one-stop advising center</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>We encourage faculty to incorporate sustainability in their courses so that students are trained in this area. This is also expected to encourage students to commit to the value of sustainability. College started MBA program in San Ramon where the focus is on globalization, innovation and sustainability</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>College office believes in transparency: Our budget is transparent - we have provided detail budget information in our AACSB reports that are posted online on college website. We also have system of multiple checks to ensure there is accountability in allocating resources.</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>One of the main functions of college office is to strive towards achieving the mission and vision of the college. One of the major components of the mission of the college is to</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>We try our best to use a curriculum that is relevant and current so that our graduates can pursue meaningful careers of their choice with a high probability of success. College has maintained AACSB accreditation that is available to only 5% of business schools in the world.</td>
</tr>
</tbody>
</table>

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### 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.

Degree in Business education is one of the most popular degrees offered by Cal State East Bay. We have expanded our degree offerings to Oakland, San Ramon, Concord and online in addition to programs in Hayward. We are also in the process of starting a new marketing campaign to increase our enrollment in both graduate and undergrad programs. As a result, it is very likely that demand for services provided by College office will increase significantly.

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 is accredited by AACSB. Only 5% of the business schools all over the world are AACSB accredited. AACSB has very clearly laid out standards that we need to meet in order to maintain our accreditation. There are 15 new standards related to a. Strategic management and innovation, b. Participants (students, faculty, professional staff), c. learning and teaching, and (d) academic and professional engagement. The college is visited by review team every 5-year to ensure the college meets all the standards.

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. We have overhauled our system of Assurance of Learning based upon the feedback we received from AACSB. This will help to use a better system of assessing student learning and closing the loop.
2. We have already implemented a few activities that are geared towards closing the loop to improve students' a. ability to communicate and b. integrate knowledge from different disciplines.
3. We have also developed a new strategic plan for 2013/14 with clear specification of funding sources.
All these activities are described in our AACSB 6 year review report located at www.csueastbay.edu/cbe

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 indicated earlier, dean’s office provides a multitude of service rather than a single service.
1. Based on the feedback we received from AACSB, we are in the process of implementing a new system of assurance of students learning. It is described in our sixth year review report (www.csueastbay.edu/cbe).
2. Organize more frequent meeting with various students clubs to better understand students’ needs and concerns.
3. Organize “meet the deans” coffee meeting with faculty every Friday to get their inputs, hear their concerns.

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. Adding advisers in Student service center would improve advising services to students including students in Concord.
2. Gearing the college towards meeting revised AACSB standards requires additional resources for leading the changes, attending
3. Creation of a career development center will help our students get internships, training to prepare for job interviews, help students locate the jobs and career development opportunities

**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.

1. Conduct "meet the dean" meetings with students to understand their concerns/questions/suggestions
2. Students can call/email dean’s office for any concerns/complains they have.
3. Students' challenges of their grades come to dean’s office after they go through faculty and department chairs.
4. AACSB review team meets with faculty, staff and students to understand their concerns every five years.

**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.

Did not receive any attachment. In most cases, students do not interact with our office directly although most of the things we do relate to students. Every now and then we do our own surveys of students as student class projects in order to understand their concerns and needs. Programs we started in Oakland and San Ramon are direct result of feedback we received from student survey. We also used to do student survey as a part of our learning assessment, but this kind of indirect measure of assessment is not encouraged by our accrediting organization (AACSB)

**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

WE NEED TO CHECK WHAT OUR VISION SAYS ABOUT THIS.

**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.

We are required by AACSB to maintain a fixed percentage of academic and professionally qualified faculty every quarter, in every program, campus, degrees, etc. This relates to both quality and quantity of faculty. This ensures adequate number of tenured and adjunct faculty in the college. Our AACSB 5 year review report posted online (www.csueastbay.edu/cbe) has details of achievement of these targets.

**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.

Given the nature of service we provide, it is quite hard to establish quantitative goals (e.g. strategic planning). However, there are a number of activities for which we have annual goals:
1. Recruitment of students: We have annual targets of student credit units (or full time students) given by Provost’s office.
2. Targets of tenure track faculty recruitment.
3. >=90% of our faculty have to be academically and professionally qualified. >=65% of faculty have to be academically qualified.

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.

491340

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.

192217

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.

1175

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

1. Admin staff in dean’s office has taken additional responsibilities to improve check and balance related to budget without adding new staff.
2. We did not hire a replacement for MPP position that led our assessment activities. Currently, the assessment activities are managed by admin staff supported by a faculty adviser. This save the college almost $100,000 annually.
3. We already run a very lean and mean organization focused on providing quality service at lowest cost possible.
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 major portion of cost is related to staff. I believe the staff supervised by dean’s office are working at their maximum capacities with limited pay. I don’t see any room for cutting staff or their work hours. I don’t think any cheaper technology can replace what they do. They are overworked but underpaid. Any restructuring I do is likely to affect the services we provide negatively.

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.

Given the definition of efficiency (outputs/inputs) the only way we can improve efficiency with additional resources is by increasing the outputs at the same or lower level of quality. We don’t want to lower the quality. That leaves us with one choice only - increase the level of output of the current services/expand width of services we provide. The proposed new center (Career development center) with additional cost will help us serve our students better by helping them find career development opportunities and improve our placement rate. We are not only concerned about students’ graduation rate, but we also want to ensure that students get suitable job, promotion and other career advancement opportunities when they graduate.

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.

The answer is “no” because we believe we are already running a very efficient shop. Any further effort to cut costs is likely to affect the quality and width of service we provide.

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 service we provide, it is very hard to quantify output. Areas where we have record of outputs (number of faculty hired, tenured, promoted, money raised, new programs launched), they may not be very insightful unless they are judged against the costs of achieving these outputs.

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 four dean’s office related to four colleges in this university that provide similar services. However, their target customers (students, faculty, staff) are completely different.
5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Our college office in CBE is geared towards success of business students, business faculty and business staff and business graduates. There is no other college or office that is geared towards the success of these four groups of major clients although there are some services in the university that relate to one or a few of these target groups. In that sense, what we do is very unique. Our office has the goal of running CBE effectively and efficiently. Also, resources are allocated by dean's office given the fact that three out of four departments do not offer degrees but they jointly offer graduate and undergraduate degrees.

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.

The dean's office provides the leadership to the college in achieving its mission and vision. Business education provided by CBE is one of the most attractive education to our target markets. Almost 1/3 of the graduates of CSUEB come from CBE. Dean's office has special responsibility to maintain and improve the quality of business education and enhance the reputation of this university.