1. Support Services Report Template

Report Info

Name of the person completing this report: Linda Dobb
Title of the person completing this report: Associate Provost
Supervisor/dean reviewing report: James Houpis
Service: Office of the Provost
Division/College: Academic 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.

Any other: WASC Accreditation Standard 3

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

WASC Accreditation Standard 3.8 requires that the institution shall have sufficient qualified administrators to provide effective educational leadership and management.

4. Importance of Service

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

The Provost and Vice President of Academic Affairs is the chief academic officer of the University with responsibility to maintain the academic vision and integrity of the institution and to ensure that the University’s academic programs, faculty, and research are of the highest quality. The Office ensures that the colleges and other academic departments are following a strategic direction, have adequate funding, budget support, support for faculty issues (rtp, hiring, leaves, research, contracts), and curricular issues. The Office responds to requests for information both on campus, from the Chancellor’s Office, and from the press. The Provost sets the strategic direction the University will follow in its academic programs, research, and community service.

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: 10%
Faculty: 40%
Administrators/staff: 20%
Colleges/departments: 10%
Academic Senate and/or committees: 10%
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>Pre-college (helping students to enter the system)</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<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>Pre-college (helping students to enter the system)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensures that numerous outreach programs are appropriately funded, academically based, and culturally relevant</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Ensures that students receive a quality education and are successful in their endeavors. Funding is provided to develop and implement academic support programs centered around student success and graduating students in a timely manner. Support is also given for professional development which is critical to maintaining a high quality learning environment.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The adoption of Institutional Learning Outcomes expands programmatic development to ensure that students graduate with broadened knowledge, skills, abilities, and values. Additionally, support for high impact practices such as service learning, internships, and student research create opportunities to develop skills that they will need after college.</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>Pre-college (helping students to enter the system)</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>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✓</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>
<td></td>
</tr>
</tbody>
</table>

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

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</tr>
</thead>
<tbody>
<tr>
<td>Without funding for outreach to recruit and programs to prepare students to enter college, many students would not be able to attend and/or meet requirements for acceptance.</td>
<td></td>
</tr>
</tbody>
</table>

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<thead>
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<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
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</thead>
<tbody>
<tr>
<td>Office is responsible for ensuring that quality faculty are in the classrooms, relevant curriculum is offered, adequate funding is provided for instruction, research related activities, equipment, programs, supplies, etc.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Faculty, academic content, effective delivery, and support services help students acquire the habits that promote lifelong learning and community engagement, these skills prepare them for careers, further study, and lives as productive citizens and future supporters of the University.</td>
<td></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>Aligned by: Expansion of faculty development programs, internal initiatives to create innovative approaches to curriculum and delivery methods, recognizing and celebrating scholarly achievements of both faculty and students. Accreditation and various academic reviews.</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>Aligned by: faculty development programs that cover topics of teaching to our diverse student population; working to hire a more diverse faculty; creating new learning communities that support Latino Students, veterans, and others.</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>Following best practices to: integrate ILOs within course curricula; providing additional out-of-classroom opportunities through community engagement, research, expanding the availability of career counseling; funding programs that serve both the campus and the community.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Enabling academic support programs that provide additional tutoring, mentoring, employment opportunities. Working to expand opportunities for student involvement in research, sustainability, and civic engagement.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>The Provost has recently formed a Council on Sustainability and has been supportive of grants that involve sustainability efforts (PEIL grants, faculty learning communities, and other efforts).</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Process improvements have been initiated. Example: the work of committees that have advisory charges to the Provost (such as A2E2) post their actions on the web. The Provost has worked to improve transparency of funding to all AA units; all units are involved in Planning for Distinction.</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>Major initiatives in Academic Affairs include performing outreach through our Center for Community Engagement and the Hayward Promise Neighborhood project. Our enlarged community engagement program encourages collaboration with the region and promotes social responsibility in students, staff and faculty as they provide services to community organization, other schools, and individuals.</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>Major initiatives in Academic Affairs include enhancing Science, Technology, Engineering, and Mathematics (STEM) education, formation of the Institute for STEM education. Faculty continue to work on developing new instructional methods with internal grants, such as PEIL and the yearly research grants.</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.

With calls for greater accountability from both Federal and State government, the office is working to develop new ways of mapping activity to student outcomes. In addition, the University is in the process of hiring many additional tenure track faculty and accounting for their progress. The CSU Chancellor’s Office has also expanded the number of initiatives that are centrally funded and which must be tracked through the Office of the Provost. Increases in enrollment both state-side and in continuing education require...
that the office provide greater support, oversight and refinement of processes.

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.

Each year, each Management Employee if asked to perform a self-evaluation. That self-evaluation is expected to include: what goals were met during the year, what challenges presented themselves, and what corrective actions might be taken to improve performance. The Provost reviews and comments on each self-evaluation. In addition, the office is subject to periodic audits which test the accuracy, adequacy, and thoroughness of procedures. These audits are conducted both internally and by the Chancellor’s Office.

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

Academic Affairs has refashioned its website to be more user friendly and inclusive of important information. Additionally, the Division has started publishing a weekly newsletter to include items of importance to faculty (and deadlines) for the week ahead. This year, Academic Affairs instituted online applications for faculty positions, to remove onerous paperwork requirements from departmental administrative staff and faculty. Most recently, the Provost hired a new budget officer, whose job it is to work with college offices and assure up-to-date communication of important information and train individuals in new procedures. MPP self-evaluations were initiated.

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.

The Office of the Provost will hire, in the very near future, an Associate Vice President for Research and Sponsored Programs. Resources exist to hire this position but the first attempt at filling it, failed. This should improve the support the Division is able to give to Principal Investigators. Additionally, while the Provost has quarterly meetings with Department Chairs, it is his hope to conduct open meetings with the Colleges and solicit direct input on improving communication and feedback.

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.

If additional resources become available, the Office would like to hire a Sustainability Officer, to help the campus comply with national sustainability goals; additionally, more funding would be made available to faculty for internal grant projects for groups looking to improve pedagogy in their discipline, to facilitate new ideas for involving students in service/research projects, and (very importantly) improving/refurbishing critical academic areas, such as Mickeljohn, the Library and A&E. With additional resources, revision and creation of policies and broader communication of Academic Affairs efforts would be possible.
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.

The Provost meets with College Councils, department Chairs, college staff, new faculty and others on a regular basis to solicit input on the work of the University and work of his office. Individuals in the office conduct meetings with departmental administrative staff 2-3 times a year to also solicit input on what needs to be improved or what new procedures might be adopted.

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?

Yes

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

All position descriptions outline a process by which individuals are supposed to interact with colleagues and one another on a collegial and helpful basis.

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.

Each Management Employee has yearly goals that are established in concert with the Provost. These goals include quality improvement in such things as: service to faculty, students, and staff; helping to improve retention and graduation rate of students; developing new services that will speed processes and facilitate accurate and timely delivery of services; and streamlining procedures.

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 Office of the Provost is responsible for helping the Deans and Associate Vice Presidents manage the number of students who matriculate each quarter. A target is established by the University, but the Provost works hard with all of his areas to assure that we have the academic resources to support students and faculty. Additionally, the Office of the Provost encourages growth in areas that can give additional support to faculty and the enterprise as a whole, such as Continuing Education and grants.

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.

1394096

Attach your allocated spreadsheet here.

aa.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.

315662

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.

3306

Attach your allocated spreadsheet here.

aa space.xlsx

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.)?

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.

Recently implemented e-applications for faculty positions and online course evaluations for all courses. Some positions were left vacant awaiting recovery of the economy.

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.

At some point we may begin exploring creating electronic PAFs for faculty instead of the current paper file system.
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.

We would love to implement an all-electronic routing system for routine documents, such as travel requests, grant applications, faculty contracts, and possibly institute a method by which faculty could submit electronically their sabbatical requests (which might require that additional scanning devices be available).

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.

May move forward with all-electronic process for sabbatical submissions, adoption of the Common Human Resource system may help us reduce some paper files.

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.

The Provost has an average of 6 appointments in each working day. Other Office members answer, on average 10-20 e-mails on policy, procedures, contracts and other issues. The Provost answers a larger number of e-mails. The Associate Provost answers, on average, 35 e-mail messages a day.

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

The Office of the Provost is responsible for the overall quality of the academic programs and services of CSU East Bay. It encourages innovation by funding faculty projects throughout the campus, and works with faculty to bring new ideas to the classroom and to the community. While each college is very mindful of its curriculum and enrollments, the Office of the Provost must balance input from each corner of the campus, the Colleges, the Senate, and outside entities and move the academic enterprise forward in a strategic manner. The Provost represents all of academic affairs to the President of the University and in cabinet discussions of budget, space, and other critical issues.
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 workings of the office are complex and have potential to impact every faculty member and student at CSU East Bay. Suggestions for improvement are always welcome, and a variety of voices help shape every decision made.