1. Support Services Report Template

Report Info
- Name of the person completing this report: Matthew Evans
- Title of the person completing this report: Budget and Data Specialist
- Supervisor/dean reviewing report: Dean Carolyn Nelson
- Service: Provide academic departmental services to faculty and students
- Division/College: Education and Allied Studies

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: OMB A133, Dept. of Education, FERPA, Dept. of Labor, EEO
- Campus Policy: Provost Office, Faculty Affairs, Faculty Recruiting, Procurement
- Any other: Collective Bargaining Agreements

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

The College administrative management, faculty, and staff ensure that all federal, state, and system-wide regulations concerning day-to-day operations are met and adhered to. The confidentiality of faculty, staff, and student records is maintained, and we comply with all campus policies across many administrative offices and divisions, including Human Resources, Payroll, Procurement, Academic Resources, and Academic Affairs.

4. Importance of Service

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

The College provides direct services to faculty, staff, students, and alumni to promote quality programs and facilitate efficient operations. Services include faculty hiring, retention, promotion, and tenure; faculty and staff development, alumni development, student recruitment, advising and counseling, student life programming as well as ongoing events to promote the College internally and initiate collaborations with other campus departments. The College Office also provides various operational services to support its departments and programs. These include the administration of the budget, faculty and student recruitment, procurement, curriculum, facilities maintenance, classroom scheduling, IT, equipment, accreditation and auditing processes.

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: 40%
- Faculty: 30%
- Administrators/staff: 10%
- Colleges/departments: 5%
- Academic Senate and/or committees: 5%
- Alumni: 5%
- Community outside University: 5%
- Total: 100%
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>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 primary function of the College and its departments is to the current student body. However, programs such as our Hayward Promise Neighborhood work with the surrounding community to encourage and, eventually, access a college education. Similarly, our Early Assessment Program prepares high school juniors to be college-ready in both English and mathematics.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The College offers three professional master's degrees and several credentials as well as two undergraduate and master's degree programs. We ensure that students are able to access all of their required coursework through frequent and regular offerings as well as continuously assess and expand the curriculum to keep it relevant and current for our students.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The collective departments in the College cultivate relationships with K-12 schools throughout the Greater Bay Area to place graduates as teachers and administrators. Kinesiology graduates contribute in the areas of health, exercise, and nutrition. Additionally, Hospitality, Recreation, and Tourism place their graduates with hotels, restaurants, and recreation businesses that contribute to the quality of life of individuals across the globe.</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></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>
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<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>As administrators of the Teacher Education department, the impact on qualified K-12 educators would be significant. The CSU graduates the largest number of K-12 educators in the country. It</td>
</tr>
</tbody>
</table>
is an important area of the College’s overall mission and goals.

During college (helping students succeed while they are at Cal State East Bay)
Without initiatives such as student internships and field placements, students would not receive practical experience nor gain sufficient knowledge of the learning environment, and would be disadvantaged for career opportunities after college.

After college (helping students establish meaningful lifework and be socially responsible contributors to society)
As an example, internships and field placements are instrumental and necessary in the transition from college to career. The practical experience students receive while in attendance are the foundations for their chosen field. Part of the College mission is to prepare leaders that are committed to social justice and democracy, a goal we endorse fully.

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>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
</tr>
<tr>
<td>The College e-Learning Initiative supports faculty in examining new ways to think about learning and the role that technology plays in learning paradigms. The College prioritizes resources in this area to ensure more relevant and wider access for faculty and, ultimately, our students.</td>
</tr>
<tr>
<td>Enhance our indusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
</tr>
<tr>
<td>An example of this is provided in the mission of our Education doctorate program (the only doctoral program currently offered on campus): to “nurture and influence bold, socially responsible leaders who will transform the world of schooling.” This value permeates all initiatives and services offered by the College.</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>
</tr>
<tr>
<td>An important component for every student is the availability of courses on a regular basis. Significant College funds are earmarked to ensure a complete and satisfactory quarterly course offering is available and that curriculum is regularly reviewed for relevance in today’s society.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
</tr>
<tr>
<td>The College funds and produces activities throughout the year to bring students, alumni, and community agencies together to promote education and educational leadership. Additionally, we work with offices such as Student Life and Career Development to keep our students apprised of on-campus life as well as after graduation support services.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
</tr>
<tr>
<td>Departments and programs within the College have strategic goals in the area of sustainability, particularly true in departments such as Kinesiology, and Hospitality, Recreation, and Tourism. The College will continue to pursue such initiatives.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
</tr>
<tr>
<td>The College works diligently to maintain collaborative and cooperative partnerships with other campus departments and programs, such as STEM, Student Life, Al Fresco, Career Development, etc. We also seek to be “ambassadors of change,” working with other administrative offices, to improve practices that will benefit the entire university community.</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>
</tr>
<tr>
<td>Our Hayward Promise Neighborhood is an excellent example of this commitment. This multi-year grant provides an educational roadmap for students K-12 as well as establishing community priorities for both students and their families to improve their collective health, safety, and economic well-being.</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>
</tr>
<tr>
<td>The College e-Learning Initiative and the creation of a STEM laboratory in the AE building are examples of continual improvements in technology and methods used to educate and train our students.</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.

The demand for teachers in California, as well as kinesiology, recreation, and hospitality professionals, is increasing dramatically. Now, more than ever, qualified teachers and education administrators are at a premium and we anticipate this trend will continue for at least the next five years. Our professional education and credentialing programs, along with our educational doctorate degree, are poised to respond to the demands of this growing need. Likewise, our health, wellness, and recreation professionals are in high demand as the general population becomes more aware of holistic health and well-being.

5. Quality of Service

Link to Scoring Rubric

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 several state and national organizations (WASC, CAEP, CTC, NASP, etc.) on a regular basis. Locally, the College conducts student and alumni surveys and assessments, student evaluations, and regularly review student placements and internships. Additionally, particularly in our undergraduate departments, the demand for courses in Kinesiology and Hospitality, Recreation, and Tourism, continues to grow; a testament to the quality of our programs and faculty. The College annually sends out surveys to recent graduates to gather data regarding their academic experience.

Link to Scoring Rubric

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 College is on the cutting edge of technology for CSUEB. We have created databases to collect data for accreditation so that information is current and relevant. We have been innovative in the RTP process by moving from a 100% paper process to an almost completely electronic one which ensures more accurate and readily accessible information for committee members. Several surveys have been developed to reach out to current students and alumni to improve our services as well as to maintain a relationship with them once they have graduated.

Link to Scoring Rubric

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 College regularly reviews, revises, and develops new tools such as surveys and databases to remain current and ahead of the curve. We take very seriously student, staff, and faculty comments and suggestions and incorporate them into every aspect of College life where we can within our existing resources. Also, the College hosts quarterly Forums for all faculty and staff to discuss current events and trends in the field of education, share and collaborate across disciplines to inform best practices and improve the overall quality of instruction we provide to our students.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe
As previously stated, the College takes great pride in being on the cutting edge. We hope to partner with other offices and colleges across campus, as well as reach out to the community and private donors, to continue our initiatives in the areas of social justice, technology, and the highest quality education we can provide. A specific goal for the upcoming year is the establishment of a STEM laboratory in the Art & Education building. This would enable our science and mathematics students, in particular, to have real state-of-art facilities to hone their skills in order to share them with K-12 students upon graduation and into their careers as educators.

### 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 College has developed several surveys that are sent out annually to students preparing to graduate as well as to our alumni. Regularly held staff and department meetings are also tools that the College uses to discuss what items are functioning well and what areas may need review and improvement. The College Dean is very receptive to new and innovative ideas; staff and faculty regularly approach her and, when appropriate, she advocates for these quality changes within, as well as outside, the College.

### 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.

This is not applicable to this support service report. However, customer satisfaction surveys are always useful and we look forward to the university developing such in this area that we could utilize in the future.

### 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.

Most important for the College personnel regarding interactions with our service base are our College and department mission statements. A common thread throughout is social justice and democracy. It is a key tenet of how we operate as a whole College and as individuals within the College. So, clearly, we strive to treat our students, as well as treat each other, with the utmost respect and understanding. Additionally, a goal, especially among the staff, is to assist a student or receiver of our services to the end. In other words, we do not simply refer someone to another office. If that is required, we contact the other office before sending the student or receiver for additional assistance.

### 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.

As a College, our quality measurements are not as easily defined as, for example, how many orders were filled or service requests processed. However, one measure of our quality success is how we are able to bring our student body through to graduation every year and onto their chosen career paths. Over the past several years, our number of graduates has increased across most disciplines, especially in Kinesiology and Hospitality, Recreation, and Tourism. Again, citing our exit and alumni surveys, we are
able to receive feedback on what works and what may need improving based on these results.

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.

Similar to 3.8 above, the College exit and alumni surveys provide relevant data that we then incorporate into our accreditation database for reporting to the various agencies regarding the number of students that are served throughout any given academic year. Additionally, the Provost Office provides the College with an enrollment target which is linked to our annual budget allocations. This data is tracked by the Budget and Data Analyst as well as the Associate Dean to ensure that we remain on target and that our goals are met, and often exceeded. It is an excellent measure reflecting back to the quality of our programs.

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.

6412477

Attach your allocated spreadsheet here.

PFD Report, November 2013.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.

357513

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.

70790

Attach your allocated spreadsheet here.

PFD SQ FTG, November 2013.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
Within the last two years, the College has created two staff co-ops; the Art & Education co-op which serves Educational Leadership, Educational Psychology, and Teacher Education; and the KIN/HRT co-op which serves Kinesiology and Hospitality, Recreation, and Tourism. Now, instead of one or two staff people for individual departments, there are five (A&E) and seven (KIN/HRT) staff that collectively serve their faculty and students. Additionally, space allocation has been consolidated so that most staff are in a single location, adding to their efficiency of communication and service. This is just one example of our adoption of efficiencies in the College.

As per 4.4 above, the College was able to improve staff efficiency of serving multiple departments within the existing resources we receive. Also, the College is vigorously involved in the computer refresh program. We have assigned staff to monitor the age and relevance of technology throughout the College and replace obsolete equipment for both faculty and staff regularly. For example, during the past two fiscal years, over fifty computers have been purchased. Additionally, the College has invested in giant touch tablets for three of our conference and academic rooms that enable us to present, annotate, and collaborate with meeting participants in the room and around the world.

The College will be actively seeking additional resources from across campus as well as from private donors to truly be leaders at Cal State East Bay in cutting edge technology and innovation. Along with the aforementioned giant touch tablets, in the very near future, we expect to create a new STEM laboratory in the Art & Education building. This will be a collaboration of the College, the University, as well as private partners to bring this to fruition and allow our science and mathematics students access to the latest and greatest technology and leadership.

In the past two years, we have made great strides in our efficiency as mentioned above. The next one to two years we will continue to assess these goals and make relevant changes as needed. Technology is a dominant factor in every aspect of education. Faculty are increasingly leveraging available technologies to enhance students’ learning experiences. The College e-Learning initiative’s goal is to provide professional development for faculty to enrich their technology skills-set resulting in increasing e-Learning opportunities and enhancing e-Learning effectiveness for both faculty and students. As we know, technology is one of the most notable efficiency modes; in instruction, data gathering and reporting (such as for accreditation, etc.), promoting programs in the community, more self-service for students, etc.

The estimated output for 2011/12 is not available and, perhaps, not applicable to this support services report. However, the quantity of services provided by the various departments and programs overseen by the College is substantial. For example, the
Early Assessment Program, which targets 11th graders for college readiness in English and mathematics in Alameda and Contra Costa Counties, served over twenty charter schools, nearly thirty school districts, as well as tested almost 25,000 students in the last year. The College’s two undergraduate departments, Kinesiology and Hospitality, Recreation, and Tourism, serve approximately 700 and 300 students respectively as majors and hundreds more students that utilize KIN and HRT courses to fulfill their General Education requirements for graduation.

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.

The departments and programs supported by the College of Education and Allied Studies are unique to us. Certainly other colleges and administrative areas offer similar support to their own areas of expertise. However, there would be no overlap of services provided to our immediate constituents.

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.

The Mission Statement of the College is, “To prepare collaborative leaders committed to professional excellence, social justice and democracy, who will influence a diverse and interconnected world.” The departments, disciplines, and programs serviced by the College all reflect our mission in the fields of teacher education, educational leadership, educational psychology, kinesiology, and hospitality, recreation, and tourism. It is truly a collaboration among us all to promote the College mission to students, the community, the university at large, as well as to our own faculty and staff.

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.

Our mission statement is grounded in a set of shared values which are reflected in our curriculum, activities and organizational culture. We value excellence in teaching; collaboration and partnerships; assessment and evaluation; and equity and diversity. We envision ourselves becoming a college exemplifying the ideals of social justice and democracy, distinguished by excellence in teaching, vibrant programs and graduates who are powerful forces in their communities. Our goal in CEAS is to develop and implement curricula, programs, and activities which will improve schools and the quality of life of the individuals served by our graduates. Our distinguished graduates are teachers, counselors, school administrators, school psychologists, restaurant and tourism managers, marriage/family therapists, park and recreation directors, coaches, and physical therapists, among other professions. Our graduates are the tangible evidence of this success.