1. Support Services Report Template

Report Info
Name of the person completing this report: Linda Dalton
Title of the person completing this report: VP, PEMSA
Supervisor/dean reviewing report: n.a.
Service: University strategic planning
Division/College: PEMSA

3. Mandated Service

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

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

While strategic planning is not legally mandated, the Western Association of Schools and Colleges, our regional accreditation agency, requires that universities to do strategic planning.

4. Importance of Service

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

The P in PEMSA reflects the responsibility of the Vice President's Office for leading, directing and coordinating high level, university wide strategic planning including the relationships between academic, enrollment, and physical master plans for its Hayward and Concord campuses. This includes working with the President's Cabinet, the University's Planning, Assessment, and Budget Committee (UPABC), Academic Senate, and ASI; and sometimes, alumni, the CSU system, and communities outside the University.

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 15%
Faculty: 15%
Administrators/staff: 15%
Colleges/departments: 15%
Academic Senate and/or committees: 15%
Alumni: 5%
Community outside University: 5%
Other: 15%
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></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>A solid strategic plan reinforces the University’s mission and public image, which contributes to recruitment of students who will be served best by the programs East Bay offers.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Using the strategic plan to prioritize academic programs and administrative activities, to allocate resources, and to monitor progress all contribute to the University’s ability to focus on student success.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>A strategic plan that is kept current can help keep alumni connected with the University and reinforces the value of their education.</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>
<td>✔</td>
<td></td>
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</tr>
</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>Absence of a strategic direction for recruitment and enrollment planning can lead to over or under-enrollment, as well as to enrollment of students who aren’t a good fit with the University.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>University strategic planning has the most impact on students while they are enrolled. It keeps the entire University focused on student success. Without such a strategic focus on student success as a priority, administrative energy (in particular) can be diverted to other activities, which can mean that students are not served effectively as they seek to complete their education. Prior to the establishment of this role with respect to strategic enrollment planning, East Bay’s enrollment was so far below target that the CO asked for funding to be returned.</td>
</tr>
<tr>
<td>After college</td>
<td>(null)</td>
</tr>
</tbody>
</table>
Without strategic thinking, the University could drift away from its mission; its reputation could decline; and consequently the perceived value of the education alumni experience.

### 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>SSC Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>Strategic planning led to the articulation of each commitment, and provides the means to monitor progress. Academic planning logically follows the broader strategic plan and links the commitments and institutional learning outcomes.</td>
</tr>
<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>Strategic planning led to the articulation of each commitment, and provides the means to monitor progress. Inclusiveness is an explicit value in the CSUEB mission and in the process of doing strategic planning.</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>Strategic planning led to the articulation of each commitment, and provides the means to monitor progress. This commitment is central to CSUEB’s mission as a public university.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Strategic planning led to the articulation of each commitment, and provides the means to monitor progress. Students are regularly engaged in the University’s strategic planning.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Strategic planning led to the articulation of each commitment, and provides the means to monitor progress. Planning for sustainability clearly fits within the strategic planning paradigm.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Strategic planning led to the articulation of each commitment, and provides the means to monitor progress. Transparency is an essential part of the planning and implementation process.</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>Strategic planning led to the articulation of each commitment, and provides the means to monitor progress. This commitment reflects a value in the CSUEB mission statement as well as the role of a public university.</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>Strategic planning led to the articulation of each commitment, and provides the means to monitor progress. CSUEB is a leader and innovator in applying strategic planning in higher education.</td>
</tr>
</tbody>
</table>

**Likely to increase**: Strategic planning is an important means to stay ahead of the curve in changing times - anticipating demographic change, adapting technology, adjusting resources, and complying with legal requirements. The evidence from both Sacramento and Washington DC
shows that public funding for higher education is not likely to increase significantly in the near future, and that the expectations by the general public as well as politicians are likely to result in increasing demands for accountability. As higher education faces these additional constraints and resource challenges as well as new opportunities, Cal State East Bay must be a strategic institution to be successful.

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 quality of strategic planning can be measured by satisfaction and timeliness of process, which I think was achieved during 2011-12; the next phase - Planning for Distinction - will provide more visible evidence of results. Evidence of success is also reflected in how the strategic commitments and institutional learning outcomes are taking hold across the university - e.g., in welcoming statements to new students and their families during orientation.

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.

Yes, the roles and responsibilities of the University’s Planning, Assessment, and Budget Committee (UPABC) have been clarified.

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.

Adoption of strategic planning practices at the division and unit, college and department levels to apply the broader values and commitments to more specific situations. This is beginning with Planning for Distinction through this reporting instrument.

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 your idea(s) in <120 words.

More resources would enable units hire consultants or offer release time to support department level strategic planning. More resources would also expand the staffing in PEMSA to follow through, particularly with the development of data and tools to monitor and display progress (such as graphic “dashboards”).

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.

Current assessment is very informal, based on unsolicited feedback. The President’s listening sessions in Fall 2011 and the process for articulating the new shared commitments have received numerous compliments.
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.

University-level Strategic Planning was not included in the survey

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

PEMSA as a whole has an expressed culture of service, included in its value statement, as posted on the web. This applies to strategic planning as well as to all the operational functions within the division.

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.

The University has reviewed its strategic planning at the division or university level approximately every 18 months. A major revision was initiated after the arrival of President Morishita in 2011. This is consistent with a continuous strategic planning process.

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

No

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.

Cal State East Bay has not (yet) used strategic planning in a quantitative manner. This is clearly a next step, especially as the Planning for Distinction process matures and leads to organizational actions and resource allocations.

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.

56682

Attach your allocated spreadsheet here.

Vice President for PEMSA Allocations.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.

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.

Attach your allocated spreadsheet here.

Vice President for PEMSA Allocations.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.)?

No

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.

Efficiency is not really an applicable concept for this high level activity.

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 most pertinent aspect of efficiency would be timeliness - establishing and implementing deadlines for activities that implement strategic planning and apply them at the division and unit, college and department levels. This can be done without additional resources.

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.

Additional resources could assist both the VP and other university units in implementing and monitoring strategic planning efforts, as noted earlier.

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.
This activity consumes so few resources at present this is not a relevant question.

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 products of strategic planning take the form of approved and published documents, such as the revised mission statement and shared strategic commitments in 2012.

7. Other

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.

No one else does university-level strategic planning at East Bay. Nonetheless, other units conduct more focused planning, for example for capital planning projects; for new degree or curriculum proposals; for specific commitments, such as sustainability.

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

The distinctiveness of this service is that it is at the university level - inclusive, comprehensive, integrative, flexible, and forward-looking. A Cabinet-level embrace of strategic planning is one of the most central and critical success factors for such efforts.

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.

Over the past several decades higher education has begun to apply strategic thinking concepts adapted from other sectors of the economy, particularly the corporate sector and municipal government. Sometimes the process becomes mechanistic or formulaic. In my professional experience, strategic planning is more effective when it is contextual and flexible, responding to the circumstances and culture of the institution. That is the approach I have tried to take at Cal State East Bay.