Division of Student Affairs
Strategic Planning Summary

Draft, October 10, 2007

Mission
The Division of Student Affairs (SA) provides student learning and leadership opportunities that enhance overall academic, professional and personal success.

Vision
Our Vision is to be a recognized Student Affairs organization delivering innovative student services to the East Bay and global University communities and preparing leaders who contribute to a diverse and global society.

In support of CSUEB’s “Students First!” philosophy, our core values include a belief in and a commitment to:

- **Excellence**—high quality, efficiency, customer satisfaction, student-centered services
- **Leadership**—a conduit for inspirational ideas/behaviors that enhance performance
- **Justice**—civility, integrity, ethics, equity, access, diversity
- **Collaboration**—collegiality, teamwork, partnerships, professionalism
- **Continuous Improvement**—Innovation, responsive services, relevance, accountability, continuous learning and assessment

Supporting Students for Leadership in a Global Society!

Context and Alignment with Cal State East Bay’s Strategic Mandates

Student Affairs is a Cabinet-level division that supports the mission of the university through provision of the following broad functions:
- Student retention and academic support services
- Student development and co-curricular learning experiences, including leadership development
- Campus life programs including student clubs and orgs, student housing and residential life, student government and student sponsored activities
- Outreach services to under-represented populations
- Campus health, wellness and safety services.

As a division, SA is responsible for leading and coordinating efforts to achieve two of the university’s seven strategic mandates to create “vibrant university villages” and promote “an inclusive campus climate that values students, faculty and staff, and fosters multicultural learning and competence.”

SA is also committed to the other five mandates of the university by providing “excellent and efficient student services that are regularly assessed.” In addition, SA supports “full enrollment growth and expanded access” by providing retention and academic support services to students throughout their education at CSUEB and beyond with its career development alumni services. Further, SA coordinates
outreach programs to under-represented communities, thereby contributing to “a university of choice through regional stewardship.” SA promotes and measures “student learning” through its offerings of co-curricular services and programs. Contributing to the university’s “quest for distinction realized” are SA’s innovative service delivery models, assessment tools, and leadership development programs serving the local and global communities.

Primary Goals and Accountability

In order to facilitate achievement of its strategic initiatives, SA is structured along functional lines into five main clusters reporting to the Vice President, Student Affairs: Student Retention Services [Student Academic Services (Educational Opportunity Program), Summer Bridge, Renaissance Scholars Program, Student Center for Academic Achievement, University Advisement Center, Excel, Upward Bound], Student Development Services (Student Life and Leadership Programs, Student Housing and Residential Life, Career Development Center, Judicial Affairs), Health and Wellness Services (Student Health Services, Student Disability Resource Center, Counseling and Psychological Services), Campus Safety Services (University Police Department), and Student-Operated Auxiliaries (Associated Students, Inc./University Union).

The attached organizational chart illustrates the relationship among the 15 different SA units. Not all division goals are the responsibility of one service area as several are cross-functional/collaborative projects.

The SA Division has five primary goals:

- To secure and utilize fiscal, physical, human and technological resources to ensure operational integrity and accountability to enhance services delivery.
- To improve student retention, graduation and academic success and expand access and opportunities for students from diverse backgrounds;
- To cultivate a vibrant campus community that is welcoming, inclusive, respectful, and responsive to the unique needs of all community members;
- To create and sustain a healthy, civil and safe campus community;
- To provide co-curricular services and programs to enhance student learning and leadership and professional and personal development.

The next section discusses each goal briefly with a listing of its main objectives, suggesting the most appropriate measures and indicators of achieving the goals and summarizing some of the challenges SA is addressing to accomplish the goals. These objectives are for the Hayward and Concord campuses.

Goal 1: Efficiency and Accountability
SA’s goal is to provide excellent and efficient student services with high customer satisfaction. All SA units are required to conduct annual point of service customer satisfaction surveys with the aim of achieving 85% satisfaction rate or greater on annual assessment.

Challenges
The challenges faced by SA in providing excellent and efficient services include planning and adjusting resources and services to meet the expanded enrollment and greater service needs of students being admitted, such as academic support, health and counseling, disability accommodations, and student
conducted. In addition, SA must plan for an increase in the number of residential students who utilize student services to a greater extent and require expanded service hours than their commuter counterparts.

In addition, the university is planning to expand its offering of on-line certificate and degree programs. Students enrolled in these programs need to be able to access on-line support services. It is clear, SA must reshape its services delivery models in ways which improve its capacity to assist all students with their retention and graduation plans, as well as personal and professional development goals.

Towards this goal, SA will:

- Establish a student services task force to develop a plan to match resources and services to address the needs of an increasing student body and increase in residential population.
- Participate in planning and implementation of more on-line student services offerings in support of the on-line campus project and other non-traditional students/distance learners.
- Fully staff, equip and provide space for a permanent Alternative Media Lab and update all SA web-sites to be compatible with the Americans with Disabilities Act.
- Develop Student Administration Management System (SAMS) as a tool to aid in Unit operations and measuring retention/academic success data
- Focus professional development of SA staff in the areas of university IT initiatives, cultural (and diversity) competency training, leadership and management training
- Develop a marketing plan for SA services and programs

*Measures/Indicators of Success* include:
--plan that addresses resources and service delivery to expanded and residential student population
--completion of gap analysis of student services offerings on ground vs. on-line and begin implementation of more on-line services;
--completion of SAMS by 6/30/08;
--compliance with CSU Assistive Technology Initiative and ADA;
--improved student/customer satisfaction; and
--development of a marketing plan and materials.

**Goal 2: Improve Retention, Graduation and Academic Success and Expand Access**

An Executive Director of Student Retention position was created to oversee several of the academic support services and outreach programs to under-represented communities. *In addition, this position will be responsible for monitoring retention, graduation and persistence data and the impact of various SA services and programs on these rates.* The SAMS (above) is in the final development phase that will aid in monitoring students who utilize SA services and measuring their retention and graduation rates.

**Challenges**

It is well-known that the “high touch” services like Educational Opportunity Program (EOP) services are most effective in improving student retention. One of the major challenges is the limited capacity and funding to provide appropriate interventions to all students who need them.

Another challenge is defining the best method for services delivery. A study conducted by the University Advisement Center (UAC) found that students learn more from 30 minute individual appointments than 15 minute walk-in visits. In addition, the data showed that students who utilized the UAC had greater retention and graduation rates than students who did not utilize UAC.
An additional challenge in the area of retention is meeting the need for expanded year round orientation programming with an increasing freshman population (statistics up nearly 22% AY 2007-2008) and need for more targeted transfer student and parent orientation and involvement programs.

SA plans to do the following:

- Restructure University Advisement Center (UAC) to offer more appointments to students per results of student learning outcomes (SLO) surveys that show greater learning for students with appointments vs. walk-ins
- Expand individual and group tutoring and pilot on-line tutoring in Student Center for Academic Achievement (SCAA)
- Coordinate and provide outreach programs to under-represented communities in the region
- Decrease probationary rates for undeclared students.
- Expand year-round freshman orientation program and develop a stronger transfer student and parent involvement program.

**Measures/indicators of success** will be:
- Improved retention and graduation rates and GPAs of students using student services;
- Increased in the number of applications and matriculation to CSUEB as a result of the various outreach activities to under-represented communities;
- Decrease probationary rates of undeclared students;
- Increased numbers of students served in SCAA and other services;
- Increased number of students and parents served by orientation programs and increased program quality;
- Improved student learning outcomes resulting from new UAC appointment model.

**Goal 3: Cultivate a Vibrant Campus Community**

SA cultivates a vibrant campus community where on-campus student housing and 24/7 activities are offered to promote quality of life and well-being of the campus community. Through multicultural and diversity programs, a welcoming and inclusive campus climate is created. In partnership with Associated Students, Inc. (ASI), expanded campus social activities are offered.

**Challenges**

Challenges include changing the culture of CSUEB from a more limited perspective when it comes to campus life planning to one that embraces more professional event planning with high profile entertainers, speakers, events and activities.

Other challenges include the percent of part-time versus full-time students on both the Hayward and Concord campuses and creating a vibrant campus community on the Concord campus in that there is little to no student life programming, limited ASI programming, and no student union.

SA plans to:

- Expand ASI programming
- Research with faculty and ASI the feasibility of implementing a “College Hour” devoted to campus-life programming
- Offer Division II athletic programs.
- Construct Phase III On-campus student housing to expand living and learning communities
- Expand Multicultural/diversity programming by Student Life and Leadership Programs, Student Health Services, Counseling and Psychological Services, Student Housing and Residential Life

**Success will be measured by:**
--increase in number and quality of campus social activities, number of students participating in them and improved student learning outcomes as a result of program participation;
--student approval of Division II athletics program in AY 2007-2008;
--completion of Phase III Housing by Fall 2008;
--collaborative proposal for implementation of a “College Hour” at CSUEB.

**Goal 4: Create a Healthy and Safe Campus Community**

SA is the division that oversees Student Health Services (SHS), Counseling and Psychological Services (CaPS), Student Disability Resource Services (SDRC), Judicial Affairs (JA) and the University Police Department (UPD)—all working in concert to create a healthy, civil and safe campus community and provide for the well-being of students. One of the major initiatives is construction of a recreation wellness center to improve the overall health and well-being of the campus community and to create healthy alternatives to drinking alcohol and participation in other negative health behaviors.

**Challenges**
Some of the challenges in this area have resulted from providing an increased level of services to students admitted with greater needs, such as a greater number of students with disabilities in need of accommodations, an increase in need for health services, police services, student judicial services, as well as on-going and crisis counseling. In addition, SA has seen an increase in utilization of these services with the increased number of residential students living on-campus, 24/7. Providing increased services at Concord will also be a challenge due to limited resources.

To address these challenges, SA proposes the following objectives that will be measured as indicated:

- Provide prevention programming to students inside and outside the classroom, as well as staff and faculty, by Student Health Services, Counseling and Psychological Services, University Police Department, Student Disability Resource Center, and Judicial Affairs
- Begin construction of state of the art Recreation and Wellness Center
- Expand Health Promotions program and provide alcohol and other drug abuse prevention programs, both primary and secondary (intervention).
- Expand campus-wide community policing philosophy and partnerships.

**Measures/Indicators of Success** include:
--progress in construction of new rec/well facility (projected completion Fall 2009);
--the number and quality of prevention programs, number of participants, and results of student learning outcomes surveys as a result of program participation;
--number of judicial and counseling cases; and
--number of students requiring alcohol intervention programs;
--developed and executed plan for community policing, number of partnerships established, results of customer satisfaction surveys.
Goal 5: Co-Curricular Services that Enhance Student Learning, Leadership and Development

SA emphasizes student learning through its offerings of co-curricular services and programs. Each encounter a student has with one of our programs is a learning experience. **SA is engaged in measuring student learning outcomes (SLO) resulting from use of its services and participation in its programs.** These data will be used to improve the educational effectiveness of services and programs.

**Challenges**
The challenges include determining relevant and realistic measures for student learning for each SA unit and assigning resources to aid each unit in developing and measuring student learning outcomes. In addition, how to deliver and expand these co-curricular learning and leadership development programs at Concord is also a challenge.

SA plans to:

- Develop a division-wide Student Leadership Program, involving all SA departments and including an on-line leadership training component.
- Develop and implement a Student Career Success Report by the Career Development Center that tracks student employment data within the first 6 months of graduation from CSUEB.
- Develop programs to enhance out of classroom student/faculty engagement.

**Measures/Indicators of Success** include:
--development of a plan and media piece for Student Leadership Program completed by June 30, 2008 with full implementation FY 2008/2009;
--pilot Student Career Success Report on-line survey currently underway for 2006-2007 CSUEB graduates with a target of over 10% of CSUEB graduates completing the survey; and
--initial discussions with ASI to develop student/faculty engagement programs with initial plans in place by June, 30, 2008.

**Conclusion**
As the University plans call for expanded enrollment, it is clear more resources will need to be added to SA to ensure student retention, graduation and success. The SA objectives contain a column listing the resource requirements for each objective. While some objectives can be carried out by current staff, many require additional resources--including staff, technology, and space--and all objectives will require more resources as enrollment expands.

Student Affairs plays a vital role in the University’s bold move towards increased enrollment and diversity. The objectives and activities outlined in the attached Student Affairs’ strategic plan are vital components of the University’s new strategy. With this plan, Student Affairs is poised to help ensure the success of our President’s bold vision of the future of the University.

Encl. The attached table provides more detailed objectives with targets and measures, and resource requirements supporting the broad goals and objectives outlined above.