

2018

19

Division of Student Affairs Impact Report



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The Division of Student Affairs is the gateway to the student experience. From recruiting to enrolling, to nourishing and housing, to leadership and engagement opportunities — we put UC Berkeley’s students first.

We measure our success in the ways we embody a culture of care and foster growth during a student’s university journey. While the numbers speak for themselves, the collective staff spirit behind each student story ultimately promotes access, service, and engagement for each member of our community.

*On behalf of our staff and students,
thank you for your continued support.*

Letter from the Vice Chancellor for Student Affairs

Before you is the second edition of the Student Affairs Impact Report. This version builds on our 2017-18 inaugural report, outlining once again the ways our collective energy and creativity are making a difference in the lives of UC Berkeley students. Within these pages you will find examples of how our diverse teams help students navigate critical elements of their college experience, such as identity development, finding work opportunities, career exploration, honing leadership skills, and much more. Additionally, we recognize our effectiveness is not accomplished alone, as we collaborate with other committed Berkeley staff in the divisions of Equity and Inclusion, Undergraduate Education, Finance, Athletics, and Administration, in addition to the colleges and schools. Together, we all strive to be responsive to the wide collection of student needs and challenges. By offering comprehensive programs and services that support our students' academic and personal goals, we can offer an equity of experience for all students.

As a division, we are deeply committed to both providing conditions and creating opportunities that allow each student to grow and flourish. This report is not only intended to show how our collective team efforts positively impact the lives of students, but also to display the professional community that exists within our division.

On behalf of all the dedicated and innovative educators within the Division of Student Affairs here at Berkeley, we hope you enjoy this report.

Stephen C. Sutton, Ed.D.
Vice Chancellor for Student Affairs

**Student
Development
Theory and
Enhancing
the Student
Experience**



Using academic research to inform student affairs programs



Student Development Theory

A PRIMARY TOOL that guides the work of student affairs professionals is student development theory. Student development theory is a group of theories that help us design and implement programs that create conditions under which students can grow and mature. These theories give us insight into the complexity of students' lives, as they explore their identities and discover how they wish to fit into the world. This collection of constantly evolving theories helps explain how students think, the behaviors they display, the way they cognitively address the dissonance that arises in college, and the elements that influence their intersection of emerging identities. Student development theory also helps to explain how the person interacts with their environment to create resulting behaviors. As students become authors of their lives, student development theories help guide student affairs staff to provide the necessary balance between challenge and support for successful navigation of the college experience. We draw on these theories to inform our work as we create conditions that promote student success.

Enhancing the Student Experience

THE DIVISION of Student Affairs is dedicated to supporting and challenging students so they can experience and accomplish more during their journey at UC Berkeley and beyond. We also provide services to the staff and faculty who join us in serving our students, and their constituents. In 2018-19, we focused on three key areas to enhance the student experience: providing holistic support for wellness, building a sense of community, and enhancing services to help students navigate Berkeley and their future lives. In addition to promoting these three distinct areas, we focused on being a better organization — a learning organization that is efficient, highly-functional, collaborative, and financially astute. We strive to operate in a manner that is agile, dynamic, and resourceful, and in line with the Chancellor's Strategic Plan that aspires to make Berkeley as “renowned for its student experience as it is for its research achievements.”

This year, we've made considerable strides in improving not only our resources for students — with the opening of the Basic Needs Center and additional student housing — but for the campus community as a whole — with new universal locker rooms in the Recreational Sports Facility (RSF), and the launch of the comprehensive recalibrate website for faculty, students, and staff wellness.

Holistic Support for Wellness

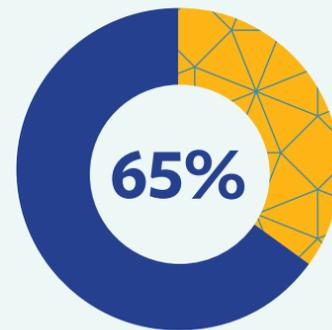
First and foremost, Student Affairs takes a holistic approach to supporting students, faculty, and staff wellness. We are ensuring that resources for students' basic needs are increased and our community's physical and mental wellness needs are addressed.

SUPPORTING FINANCIAL NEEDS

To improve our students' financial wellness, we offer the Bears for Financial Success program. This allows students an opportunity to schedule free workshops or one-on-one appointments with peer mentors to help them better navigate personal finances, manage budgets, and develop spending plans. This program complements other services that help students finance their full Cost of Attendance (tuition and fees, books, housing, food, and transportation) including financial aid counseling, ►

advocacy at state and federal levels, and emergency support services. As a result, 65% of undergraduates in the class of 2017 left with no loan debt. Among those who did borrow, the average cumulative loan debt was \$18,197.

To help with immediate needs, in spring 2019, Berkeley opened up the brand-new 3,000-square-foot Basic Needs Center, which is serving as a one-stop shop to support students with food, housing, and financial insecurity. Partnering with the Division of Equity & Inclusion, Student Affairs supported this important new center by providing approximately \$200,000 in the form of funds, goods, and labor in support of basic needs; space in the ASUC Student Union for the Basic Needs Center to operate; and co-launching the Student Housing Support Protocol in which the Basic Needs Center, Center for Support & Intervention, Financial Aid and Scholarships Office, Residential and Student Service Programs, and the ASUC Student Advocate's Office collaborate to support housing insecure students. The Basic Needs Center is the first of its kind in the UC system and includes a food pantry, nutrition workshops, aid for homeless students, referrals to off-campus social services, and a community office, where representatives from local agencies can hold drop-in hours for their services. The university estimates that the Basic Needs Center will serve up to 6,000 students annually.



PERCENTAGE OF
UNDERGRADUATES IN
THE CLASS OF 2017
WITH NO LOAN DEBT

INVESTING IN HOUSING

Providing affordable, accessible, and safe student housing remains a critical need, and we are making significant progress toward achieving our goals of increasing the percentage of undergraduates in University Housing from 30% to 52%, and increasing the percentage of graduates in University Housing from 8% to 33%. Building on the success we experienced with the opening of David Blackwell Hall in fall 2018, we are continuing to make progress by expediting construction of new housing projects as recommended by the Housing Task Force and the Housing Master Plan Advisory Group.

We are also utilizing a multipronged approach to develop new housing units by pursuing campus construction, donor development, and public-private partnerships. By strategically



BEARS FOR FINANCIAL
SUCCESS PROGRAM

1,000

STUDENTS SERVED
DURING ACADEMIC
YEAR 2018-2019

180

PEER-TO-PEER
APPOINTMENTS,
WORKSHOPS, AND
EVENTS RUN DURING
ACADEMIC YEAR
2018-2019

engaging, on a project-by-project basis, with campus leadership, students, faculty, donors, the UC Office of the President, and the City of Berkeley, we are ensuring the most viable design and layouts, target populations, and unit configurations. Five new housing projects are currently in progress.

Additionally, effective fall 2019, we will update the campus housing rate model to ensure students have more options to pay for the amenities they wish or don't wish to have, as well as offer more continuing students the opportunity to live in campus housing for the 2019-20 academic year.



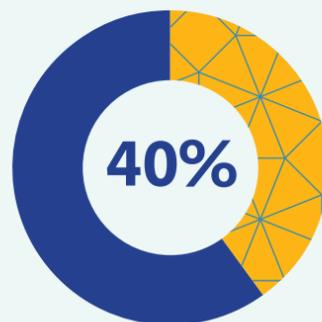
56%

INCREASE IN THE NUMBER OF
CONTINUING STUDENTS WHO
WERE OFFERED A HOUSING
CONTRACT IN ACADEMIC YEAR
2018-19 (COMPARED TO 2017-18)

SUPPORTING MENTAL HEALTH WELLNESS

Students continue to articulate that their no. 1 health concern is stress and mental health. Counseling and Psychological Services (CAPS) reported an 8% increase in students seeking CAPS services in academic year 2018-19 (compared to academic year 2017-18), and a 40% increase in utilization of counseling services from 2012-2018. In addition to counseling services for students offered by CAPS and Social Services at the Tang Center, counselors are meeting our students where they are by offering 12 satellite locations on campus where they may seek their community support, such as the Undocumented Student Program and Gender Equity Resource Center (GenEq). Several of these locations also offer drop-in counseling hours, ►





INCREASE IN UTILIZATION
OF COUNSELING SERVICES
FROM 2012 TO 2018

totalling approximately 25-30 additional hours per week. We also created the comprehensive recalibrate website for students, faculty, and staff to centralize and increase accessibility of wellness resources.

FUNDING STUDENT WELLNESS

Recreational Sports offers useful resources for nurturing a healthy mind within a healthy body for the entire community, and the Wellness Initiative Fee continues to fund impactful programming for students, renovations, furnishings, and alterations to existing spaces that support wellness on campus. This year alone, projects that have received funding include: the Fitness and Wellness Opportunity Fund, which lowers barriers for students in underserved populations to participate in fitness and wellness activities through subsidized fees; expanded confidential resources for survivors of color at the

PATH to Care Center; expanded mental health resources and support for SSWANA (South Asian, South West African, and North African) students; nutrition programming; expansion of food pantry resources; and more.

INCREASING FACULTY AND STAFF WELLNESS

University Health Services provides Be Well at Work, a series of programs for staff and faculty that improve employee health and well-being, leading to a more engaged and productive workforce. The program provides prevention services addressing ergonomics, wellness, and work/life through a continuum of treatment services from employee assistance, occupational health, and disability services. This year, more than 8,300 staff and faculty participated in UHS' employee health programs. Additionally, over 4,000 faculty and staff participate in programs and services offered by our Recreational Sports Department ranging from visiting our facilities to participating in group classes to personal training appointments.



8,300
STAFF AND FACULTY
PARTICIPATING IN UHS
EMPLOYEE HEALTH
PROGRAMS

Building a Sense of Community

Maslow's hierarchy of needs — a central tenet in student development theory — provides a clear and concise image of the collection of human needs. Once basic physiological and safety needs are addressed, humans need a sense of community and belonging. We aim to create services and programs to ensure our community members feel welcome on our campus. We also build communities of staff to help align our work and reinforce a sense of common purpose.

CREATING A WELCOMING ENVIRONMENT

We want all of our students to feel a sense of belonging at Berkeley, and this year we have increased our support of marginalized communities on campus. As part of the Berkeley Chancellor's Strategic Plan, Student Affairs is collaborating on a university-wide Diversity Initiative to help address the lack of representation for certain communities on campus. We are participating in several working committees to expand diversity in the undergraduate student body; increase the enrollment of underrepresented, low socioeconomic status, and first-generation-college students; and aim to become a Hispanic-Serving Institution to better serve California by enrolling at least 25% Latinx undergraduate students by 2028.

In fall 2018, we opened universal locker rooms in the RSF to better serve faculty, students, and staff on campus who may prefer a non-binary or all-gender option, more privacy, or require disability accommodations. In coordination with the ASUC Senate (elected student officials who represent the Berkeley student body at large), it was determined that there are a number of students and members who would benefit from



this change, so the Berkeley student body voted in a Wellness Referendum, with fees going into a Wellness Fund beginning in 2015. The locker room, another first for the UC system, has completely private rooms for changing and showering, including disabled rooms/showers and an adult changing table. ▶

30,110

MEMBERS TOTAL IN SIX
UNDERGRADUATE "CLASS
OF" FACEBOOK GROUPS

STUDENT AFFAIRS
SOCIAL MEDIA
STATISTICS



3.4
million

IMPRESSIONS ON
ADMISSIONS SOCIAL MEDIA

1.3 million

MOBILE VIEWS OF STUDENT
AFFAIRS WEBSITES



ENHANCING COMMUNICATIONS
CHANNELS

Student Affairs values the importance of reaching students on the right communications channels, so we made a \$120,000 investment in our social media outreach efforts and in improving our websites. For example, 36% of all of the 2019 Golden Bear Orientation leader recruitment web traffic was from our social media efforts. We support Facebook groups aligned by class, which provides an opportunity to share information with students while also allowing them to interact with each other and build community. We design all of the Student Affairs websites to be "mobile first" to ensure that students can better access our sites on their smartphones helping students to feel valued and understood by the university.

WORKING TOGETHER

Lastly, we made organizational changes in our division to improve internal efficiencies and community building with the goal of better serving our students. Specifically, we revamped the Dean of Students portfolio to include Recreational Sports and Residential Life. This change unified the departments that provide student engagement to offer more opportunities for students to get involved. Additionally, these changes build upon existing strong relationships and synergies of the staff in those departments, helping to build a sense of community for those staff and reinforce a sense of common purpose.

“
We focused
on improving
access to student
services and
upgrading
our student
technology
”



ACCESS TO STUDENT SERVICES

In response to student interest, one of the big steps Student Affairs took this year was to increase the amount of financial aid disbursed earlier in the semester for students to assist with expenses needed early on, such as rental deposits and textbooks. In 2018, the Financial Aid and Scholarships Office distributed \$28.4 million more to students before the first day of classes compared to 2017.

Enhancing Services to
Help Students Navigate

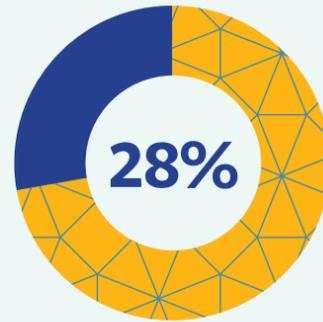
We always strive to serve our students in the best and most effective ways possible. We've heard from students that they often don't know where to go to connect on administrative or personal issues. In 2018-19, we focused on improving access to student services, upgrading our student technology to help students navigate better while on campus, and allowing them to navigate their future lives through leadership opportunities; hands-on, real-world experiences; and additional career services.

Another step Student Affairs took to centralize services was moving the Cal 1 Card office from Cesar Chavez Center to the second floor of Sproul Hall. This move allowed us to create more space for student academic advising, support activities at the Cesar Chavez Student Learning Center, unify student-business functions at Sproul Hall to improve their overall experience, and add new systems so students can conveniently schedule and wait in line virtually for their Cal 1 Card appointments. ►

Student Affairs also invested \$253,000 in Cal Student Central to improve the student experience, and help students navigate administrative functions. This investment is allowing our team to be more responsive to students. We have increased Cal Student Central advising capacity by 33%, expanding access to students and parents via phone and in-person visits. By auto-routing online inquiries directly to partner offices, we've also reduced our response time to students by 75%.



INCREASE IN CAL STUDENT CENTRAL'S ABILITY TO ADVISE STUDENTS AND PARENTS VIA PHONE AND IN-PERSON VISITS



PERCENTAGE OF STUDENT WORKERS EMPLOYED BY STUDENT AFFAIRS ALONE

PROVIDING REAL WORLD EXPERIENCE

We are proud that Student Affairs employs more students than any other division on campus — equating to 28% of all student workers (2,571 out of 9,157 in 2019). Student jobs, including work study, provide our students invaluable real world experience, support the critical work of our staff and faculty, and help our students with financial wellness. Over the last two years, we have worked hard to increase student jobs by 7% from 2,395.



INCREASE IN NUMBER OF STUDENT JOBS PROVIDED IN THE DIVISION

INVESTING IN THE CAREER CENTER

Student Affairs has made more than \$400,000 in investments in staff to support the Career Center and assist students during their time at Berkeley and beyond. Some of these changes included additional support for College of Letters and Science students, the creation of a position that provides customized services specific to the international student community, conducting research focused on the career needs and aspiration of our students, and improving employer relations to generate internships, externships and coordinate alumni/student campus events.

\$400K

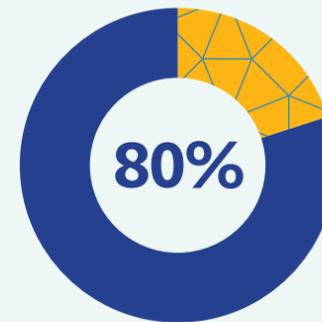


INVESTMENT IN CAREER CENTER STAFF

+15,800



NUMBER OF INTERNSHIP OPPORTUNITIES SHARED WITH STUDENTS; 83% OF STUDENTS WHO HAVE TWO OR MORE INTERNSHIPS DURING COLLEGE ARE EMPLOYED FULL-TIME AFTER THEY GRADUATE



PERCENTAGE OF STUDENTS THAT GRADUATE WITH EITHER A JOB OFFER OR ACCEPTANCE TO GRAD SCHOOL

This has been an exciting year for the Division of Student Affairs and we look forward to continuing to support our students by enhancing and expanding the programs and services that are critical to their success. Go Bears!





**Student Affairs
Departments**

Central Evaluation Unit

PROGRAM DESCRIPTION

The Central Evaluation Unit (CEU) reports on the completion of degree requirements. We do this by executing transfer credit review for eligibility and articulation, implementing UC and Berkeley Division regulations, and leveraging student systems to optimize the timely application of Berkeley and transfer credit in the degree audit. Our reporting tools provide a platform for college, major and minor programs to verify degree progress, and ultimately expedite the conferral of degrees by the Office of the Registrar.

OUTCOMES

We supported the following learning outcomes and operating goals:

- Developed Cal Central reports displaying exam scores, transfer credit detail, and degree completion.
- Reduced the turnaround time for posting of transfer credit for matriculating students. The results are now posted by mid-October, and in time for planning spring enrollment.
- Facilitated the automation for verifying completion of requirements for purposes of conferring degrees.

DATA COLLECTION METHODS

Our primary collection method is querying results from three reports, Exam Results (SAT, ACT, Advanced Placement, International Baccalaureate scores), Transfer Credit Report (detail of transfer institutions, course subjects, numbers and titles and articulation to Berkeley requirements/courses) and the Degree Audit, known as the Academic Progress Report (detail of how exam scores, transfer courses and Berkeley courses are applied toward satisfaction of degree requirements).



WHAT WE DO

The Central Evaluation Unit (CEU) serves on behalf of the faculty in evaluating and posting transfer credit, as well as tracking completion of university, campus, college, and major requirements, toward degree conferral for Berkeley undergraduates.

The unit was established in fall 2017 with the goal of optimizing the features of the new student system to expedite transfer credit review and posting; create a single depository for documentation of degree progress; and consolidate the requisite tasks previously



14,516

NUMBER OF TRANSFER TRANSCRIPTS
RECEIVED OVER AN ACADEMIC YEAR
FOR NEW AND CONTINUING STUDENTS



6,214
FROM 2-YEAR
CAMPUSES

981
FROM 4-YEAR
CAMPUSES

38
FROM
INTERNATIONAL
CAMPUSES

NUMBER OF TRANSFER TRANSCRIPTS
POSTED PER INSTITUTION TYPE FOR
2018-2019 MATRICULATED STUDENTS

5,391

NUMBER RECEIVING EXAM CREDIT
(E.G. AP, IB) OUT OF 6,005 MATRICULATED
FRESHMEN FOR 2018-2019

dispersed across multiple campus units to accomplish an end-to-end service from the point of matriculation to graduation from Berkeley.

Between exam and transfer course credit, nearly all undergraduates entering Berkeley satisfy degree requirements even before completing a Berkeley course. The CEU provides students and their advisers with the reporting tools that aid in verifying completion of requirements, beginning with transfer credit, and continuing through their enrollment at Berkeley.

WHAT OUR WORK MEANS TO THE CAMPUS

Our reporting tools provide transparent, comprehensive and accessible means to confirm degree progress for students and advisers. We are educating timing of degree conferral, expediting verification of degrees for graduate school and employment, and leveraging reporting of degree progress for student cohorts to expedite review for compliance of satisfactory academic progress.



The Ombuds Office for Students and Postdoctoral Appointees

PROGRAM DESCRIPTION

The Ombuds Office for Students and Postdoctoral Appointees provides undergraduates, graduates, and postdocs with a confidential and neutral resource for informal dispute resolution to address difficult situations in their student life. The Ombudsperson advocates for fairness, justice, respect for differences, and reasonable solutions to student and postdoctoral issues and concerns. The Ombuds also serves as an alert mechanism for systemic change.

OUTCOMES

We supported the following learning outcomes and operating goals:

- We empowered students with written and verbal communication tools.
- We coached students in conflict resolution to empower them to resolve disputes.
- We clarified policies and procedures so students could make informed decisions.
- We facilitated resolutions between students, faculty, and staff.
- We met with senior administrators to share trends and recommendations to campus climate issues.

DATA COLLECTION METHODS

When visitors make an appointment, a brief intake is done to gather information: campus standing, source of referral, and an overview of their concern. Demographic information and primary issues of the case are collected through a voluntary survey given at the time of appointment. After the appointment, the Ombuds staff reviews case information provided by the visitor and follow-up needs are identified and recorded. No identifiable information is recorded or retained.

sa.berkeley.edu/Ombuds
510-642-5754

No email, for confidentiality purposes



WHAT WE DO

The Ombuds Office serves students facing challenging situations that are impacting their academic progress. We meet confidentially with students in a timely manner to hear their stories, understand their desired resolutions/goals, and offer options and avenues to pursue those outcomes. When appropriate, we facilitate resolutions and conduct informal mediations. We also refer to other campus resources and help clarify policies and procedures. We consult with staff and faculty who are seeking guidance in difficult student situations. The Ombuds Office also conducts tailored trainings on communication and conflict-resolution skills.

172

CASES IN 2017-18, A 3% INCREASE FROM THE PREVIOUS YEAR

590

CASE ISSUES IN 2017-18, THE MOST COMMON OF WHICH WERE GRADES, COMMUNICATION, FINANCIAL CONCERNS, AND UNCLEAR POLICY/PROCEDURES

41%

OF ALL CASES WERE BETWEEN VISITORS AND FACULTY MEMBERS

48%

MORE THAN 48% OF ALL STUDENT CASES REQUIRED FOLLOW-UP, INCLUDING ADDITIONAL MEETINGS, OUTREACH TO THIRD PARTIES, RESEARCH ON POLICIES, AND FACILITATED RESOLUTION



WHAT OUR WORK MEANS TO THE CAMPUS

Our office is one of few confidential resources where visitors can bring issues of any type without resulting in report to the institution. Our services help to mitigate issues so that they can be resolved at the lowest possible level. We offer a unique resource by practicing to International Ombudsman Association professional standards: confidentiality, neutrality, informality, and independence. We report trends annually that reflect the challenges of students to inform campus leaders for systemic change.



Student Affairs Communications

PROGRAM DESCRIPTION

Student Affairs Communications helps departments achieve their goals by creating and implementing strategic and inspiring communications across a wide variety of tactics and channels, including print and digital media, such as websites, social media, videos, and more. Emails achieved up to a 90% open rate; marketing activities were correlated with revenue; and social media garnered millions of impressions and thousands of live views.

OUTCOMES

We supported the following learning and service outcomes:

- We empowered students to discover information for themselves.
- We helped students navigate the resources they need to be successful during college and beyond.
- We helped departments effectively communicate, using data and metrics to ensure our efforts drive results.
- We created and implemented marketing campaigns to increase revenue.

DATA COLLECTION METHODS

We used multiple data collection methods based on the communications goals and tactics for each campaign. These included: digital marketing and social media analytics; evaluating the correlations between revenue generation and the timing of communications; and tracking communications tactics and channels. We coordinated efforts with university partners and divisional partners to evaluate our campus-wide impact.



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sacomms@berkeley.edu
510.642.3784



WHAT WE DO

Student Affairs Communications partners with departments to provide communications that help students thrive in their academic journey and beyond; recruit an incoming class based on the principles of inclusion, diversity, and social justice; market revenue-generating programs and units; and raise funds to support vital student programs. We are a resource for the unit to educate and engage students, parents, alumni, donors, faculty, staff, and other stakeholders in support of student achievement.



236,000

SPONSORED AD IMPRESSIONS IN THE ORIENTATION MOBILE APP BOOSTED VISIBILITY AND GENERATED NEW REVENUE THAT MUTUALLY BENEFITS PARTNERS AND STUDENTS

387.3%

INCREASE IN BIG GIVE FUNDRAISING THROUGH STRATEGIC WEBSITE BRANDING, EMAIL MESSAGING, POSTERS, DIGITAL SIGNAGE, SOCIAL MEDIA CAMPAIGNS, AND IN-PERSON EVENTS; RAISED \$222,693

180%

INCREASE IN CLICK-THRU TO APPLICATIONS FOR GOLDEN BEAR ORIENTATION LEADERS AS PART OF A COMPREHENSIVE MARKETING CAMPAIGN IN PARTNERSHIP WITH NEW STUDENT SERVICES

WHAT OUR WORK MEANS TO THE CAMPUS

We build community by publicizing social engagement and leadership opportunities and recruiting a diverse incoming class; provide navigation support by promoting orientation, residence hall programs, and academic support; foster collaboration through working with Public Affairs & Communications and University Development & Alumni Relations; and support a learning organization through a metrics-based approach to marketing revenue-generating opportunities.



Student Affairs Finance and Business Development

PROGRAM DESCRIPTION

Supporting the Student Affairs mission and business partners as financial stewards, the Finance team conducts Quarterly Business Reviews (QBR) on financial performance and budget development to ensure the division meets established budget targets. We maintain authoritative tools for financial reporting and focus on building professional competence to strengthen financial support to our division. In maintaining our financial model, we ensure high priority divisional needs are recognized and supported. Additionally, our business development team continues to maintain over 100 individual commercial partnerships.

OUTCOMES

Closed FY18 successfully and met campus budget targets, meeting an additional \$6 million improvement target in FY19, while building a solid plan to achieve \$3 million more in improvements for FY20. Opened the new Cal Esports Community Center as a joint business development effort, securing strong corporate sponsorship and providing a key student life enhancement, in addition to numerous other new revenue generating initiatives.

DATA COLLECTION METHODS

The Finance team relies primarily on the Berkeley Financial System as the authoritative source of financial data, leveraging associated financial reporting and budget planning/execution tools provided by the Campus CFO. We also draw on human capital and procurement data systems to conduct analysis and develop budgets. In addition, we integrate specific business partner data streams (eg., housing/dining business information, financial aid data, etc.) to align financial and program performance.

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WHAT WE DO

Student Affairs Finance & Business Development partners with departments and division leadership to provide timely, accurate, and relevant financial planning and analysis support to ensure the division has the information and tools necessary to make the most of limited resources, and to ensure strong financial stewardship as part of the broader campus financial community. In addition, we are the creative force behind building and sustaining responsible commercial partnerships and revenue-generating initiatives within the division. To accomplish our



\$6.1 million

MET/EXCEEDED BUDGET IMPROVEMENT
TARGET IN BUDGET DEVELOPMENT AND
THROUGH THREE QUARTERS FORECAST

44

PROVIDED FINANCIAL
PLANNING AND
ANALYSIS TO 44+
FUNCTIONAL
DEPARTMENTS



100+

MANAGED AND GREW
OVER 100 INDIVIDUAL
CORPORATE PARTNERSHIP
OPPORTUNITIES YIELDING
OVER \$2M OF CASH/IN-KIND
REVENUE OVER 5 YEARS

mission, we are committed to business partner engagement to review financial/business performance, advise and inform on relevant financial management topics, and be available as needed as a decision support asset. Our core work ensures accuracy in managing funding streams, review analysis of spending in key focus areas, establishment/enforcement of division funding priorities, review/approval of annual division budget submissions, and developing new revenue opportunities that support the student experience.

WHAT OUR WORK MEANS TO THE CAMPUS

Strong financial management and stewardship in support of one the largest (almost \$500 million) and most diverse divisions on campus is critical to ensure budget goals are monitored/achieved and that there is strong trust/credibility in how we are doing our business. Robust, creative revenue generation initiatives support campus financial health and sustains important student life programs.



University Health Services

PROGRAM DESCRIPTION

UHS served over 80% of the student body and enrolled 23,000 students in the student health insurance plan. Eighty-eight percent of students surveyed felt their visit helped prevent their health concern from becoming a barrier to academic performance. Eighty-seven percent of employees surveyed said UHS programs impacted their sense of well-being. UHS leads campus-based strategies that foster wellness and the prevention of health problems while providing early intervention and treatment services in the areas of medical, mental health, and employee health.

OUTCOMES

Highlights of 2018–19 outcomes spanning individual and community-based strategies:

- Created the comprehensive recalibrate website for students, faculty, and staff to centralize and increase accessibility of wellness resources.
- Launched the Healthy Department Certification program to establish wellness priorities at the department level.
- Implemented public health measures including increased self-testing options for sexually-transmitted infections and mandatory immunization compliance for all incoming students.

DATA COLLECTION METHODS

In addition to having a robust, data-driven, and evidence-based quality improvement program, UHS routinely reviews utilization data in order to monitor equitable and timely access to programs and services. Student Health Insurance Plan data is closely monitored for utilization, claims experience, and cost-saving and service enhancement opportunities. UHS conducts satisfaction surveys and provides other channels for electronic and onsite feedback (e.g., advisory committees, TellTang email).



WHAT WE DO

University Health Services (UHS) provides medical and counseling care, education, prevention programs and services, insurance, and community-based solutions to critical health issues, creating a dynamic health system for the campus. UHS is deeply committed to ensuring affordable, well-integrated, multidisciplinary healthcare that effectively supports the university's diverse campus communities, through equitable access and culturally competent, high-quality programs and services. UHS is dedicated to:

- **Health leadership:** Establishing a campus culture that prioritizes health and well-being by using collaborative and community-based strategies.
- **Responsive healthcare:** Delivering a flexible health care model of the highest quality programs and services that integrate advances in the health and counseling fields.
- **Organizational innovation:** Maintaining a sustainable, adaptive organization that maximizes effectiveness and provides careful stewardship of University resources.

WHAT OUR WORK MEANS TO THE CAMPUS

UHS provides leadership on critical health conditions, including the impacts of public health crises, natural disasters, political events, and other emergent issues. Students consider health services essential to a positive student experience, and staff depend on employee health programs to support their productive engagement in the mission of the university.



126,000

OVER 126,000 MEDICAL AND MENTAL HEALTH VISITS FOR STUDENTS, STAFF, AND FACULTY



15,000

MORE THAN 36% OF THE STUDENT BODY (15,000 STUDENTS) WERE SCREENED THIS PAST YEAR FOR DEPRESSION AND ANXIETY IN PRIMARY CARE; 31% SCREENED POSITIVE

8,300

8,300 STAFF AND FACULTY PARTICIPATED IN UHS' EMPLOYEE HEALTH PROGRAMS



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telltang@uhs.berkeley.edu
UHS Administration:
510.642.6621

PATH to Care Center

PROGRAM DESCRIPTION

In its fourth year of operation, the PATH to Care Center continues to enhance the institution's prevention and response efforts by: visioning and implementing primary prevention initiatives; ensuring survivors and their supporters have access to immediate assistance and resources for healing; and identifying and addressing opportunities for institutional improvement.

OUTCOMES

- Promoted prevention and a culture of respect to reduce incidents.
- Increased students', staff's, and academics' skills to intervene effectively and respond to survivors with care.
- Supported survivors via crisis intervention, advocacy, resources, and healing services.
- Supported institutional improvement by advising leaders in addressing the impact of incidents and by collaborating with key stakeholders to ensure the development of effective institutional prevention and response plans and efforts.

DATA COLLECTION METHODS

To assess the impact of programs, services, and campus leadership, the PATH to Care Center employs multiple data collection strategies, such as program evaluations, exposures to prevention concepts, focus groups, and documentation of services provided. Additionally, the Center contributes to campus institutional improvement through less quantifiable efforts related to policy, practice, and procedures.



WHAT WE DO

The PATH to Care Center leads the efforts to transform our campus into a community that is free of sexual violence, sexual harassment, intimate partner violence, and stalking through prevention, advocacy, training, and healing. We collaborate with the campus community to make social change with the goals of preventing, intervening in, and responding to harassment and violence, eliminating oppression, and creating the culture and

 care.berkeley.edu
pathtocare@berkeley.edu
 510.642.1988
 24/7 Care Line:
 510.643.2005



environment we all aspire to and deserve. We envision a campus community free of violence and grounded in social justice. This vision will be realized when every member of our community is a beacon of support and respect for those around them.

166

PREVENTION INITIATIVES REACHING OVER 15,363 STAFF, FACULTY, STUDENTS, AND COLLEAGUES IN THE FIELD FROM JANUARY-DECEMBER 2018



382

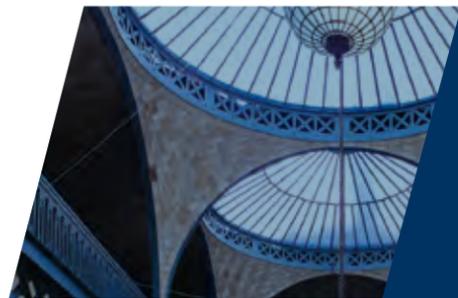
INDIVIDUALS ENGAGED IN ADVOCACY AND SUPPORT SERVICES FROM JANUARY-DECEMBER 2018

41%

INCREASE IN SURVIVOR SUPPORT SERVICE HOURS FROM FALL 2017 TO FALL 2018

WHAT OUR WORK MEANS TO THE CAMPUS

Achieving Berkeley's educational mission necessitates a safe environment, free of violence and harassment. The PATH to Care Center's prevention, support, and institutional leadership efforts cultivate community through increased safety, respect, and institutional trust. We strive for a strong sense of community and safety to promote the full participation and advancement of our diverse community and to reduce violence and harassment.



Cal Student Central

PROGRAM DESCRIPTION

CSC provides frontline general advising and services for financial aid, scholarships, billing and payments, and the registrar via in-person, phone, and web services. It is the conduit for access to partner office specialized advising. Transactional services provided by CSC include: refund check and emergency loan distribution; scholarship and document drop-off; and transcript and verification of enrollment printing.

OUTCOMES

Through its commitment to service and to transform the student administrative experience, CSC has successfully streamlined the customer service experience in-person and offline. We have worked with traditional partners, as well as with other key student-serving offices, to create new points of contact points, and handoffs.

DATA COLLECTION METHODS

Data was collected through the Qless queuing system reporting feature, Salesforce reports, and daily call reports.



WHAT WE DO

Cal Student Central (CSC) operates on the principles of: student-centeredness, quality service, compassion, and efficiency. With three service avenues: in-person, phone, and online, CSC supports student success with frontline advising by service-oriented, cross-trained, solution-oriented professional staff. We serve as frontline ambassadors to our partner offices, the campus community, and as key student advocates for navigation of university bureaucracy and systems. CSC is invested in informing and empowering students, alumni, and all constituents the unit serves. We track the progress of the student's service from inquiry to resolution.

 studentcentral.berkeley.edu
120 Sproul Hall
510.664.9181



14,000

TRANSACTIONS IN 2018 FOR DOCUMENT AND CHECK SERVICES

10,500

IN-PERSON GENERAL ADVISING SESSIONS



22,500

PHONE CALLS IN 2018 ANSWERED FROM STUDENTS, PARENTS, AND DELEGATES

35,000

SALESFORCE TICKETS CLOSED BY CSC STAFF

WHAT OUR WORK MEANS TO THE CAMPUS

CSC is the only service avenue into the campus for students, alumni, and approved delegates. The unit has the role of meeting student needs, articulating student concerns, and of seeking collaborative resolution with other campus partners, including academic and non-academic units. CSC's mission closely aligns with the Chancellor's commitment to improving the student experience.



Financial Aid and Scholarships Office

PROGRAM DESCRIPTION

Through strategic partnerships and rigorous planning, our dedicated team:

- Counsels students and their families on empowering options to manage their financial wellness.
- Provides funding: grants, scholarships, research stipends, work-study, and loans.
- Advocates on behalf of students at the campus, state, and federal level.
- Recruits, retains, and graduates students, paving the way for success.
- Encourages community with alumni and donors to give the gift of access to the next generation of students.

OUTCOMES

Through multiple programs we contributed to these goals:

- Eligible California families with annual incomes below \$80,000 (38%) receive grants and scholarships and pay no tuition.
- Recruitment of the most sought-after students in the world through the Fiat Lux and Regents' and Chancellor's Scholarship programs.
- Students opting for loans borrow \$4,600 less than the California average, and \$10,000 less than the national average.

DATA COLLECTION METHODS

Multiple data collection methods are used, including the student information system and internal tracking and analytics.

financialaid.berkeley.edu
510.664.9181



WHAT WE DO

Education is life-changing, and students worldwide dream of attending Berkeley for the opportunity to change their life. To make these dreams reality, the Financial Aid and Scholarships Office (FASO) works with students to identify and obtain scholarships, grants, and many other resources available. FASO provides critical financial literacy, so students can worry less about how to pay for tuition and focus more on obtaining an excellent education. To better support students, FASO is guided by two Academic Senate committees to



formulate campus financial aid policy and fund utilization strategies to ensure access, affordability, and compliance. Additionally, FASO supports other strategic university goals, such as financial wellness, recruitment of targeted students, fundraising, discovery experiences, work opportunities, and donor development. The goal is to be continually accurate, efficient, and timely when it comes to the delivery of student aid in compliance with federal, state, university, and donor regulations.

WHAT OUR WORK MEANS TO THE CAMPUS

Providing access to California students regardless of their financial status has been a guiding mission of Berkeley since 1868. We build a diverse community of scholars from a wide range of economic backgrounds. We strive to enhance the undergraduate experience by supporting students' basic needs and increasing financial sustainability through careful stewardship of federal, state, and institutional dollars.

>1000

NUMBER OF STUDENTS SERVED IN
THE 2018–19 SCHOOL YEAR BY THE
BEARS FOR FINANCIAL SUCCESS
PEER MENTORING PROGRAM



OF UNDERGRADUATES IN THE CLASS OF
2017 LEFT WITH NO LOAN DEBT (AMONG
THOSE WHO DID BORROW, THE AVERAGE
CUMULATIVE LOAN DEBT WAS \$18,197)

\$750 million

OVER \$750 MILLION DOLLARS AWARDED
IN FINANCIAL AID ANNUALLY, INCLUDING
\$38 MILLION IN PRIVATELY FUNDED
UNDERGRADUATE SCHOLARSHIPS, \$16.8M OF
WHICH ARE ADMINISTERED DIRECTLY



Office of the Registrar

PROGRAM DESCRIPTION

OR supports every registered student and alumnus, as well as all faculty and staff. Specifically, we are responsible for:

- Class enrollment and registration
- Fee assessment
- Verifying registration and graduation
- Diplomas and transcripts
- Preserving and protecting student records
- Berkeley Academic Guide and Class Schedule
- Reservations for 200+ classrooms
- Determining residency for tuition purposes
- Aid for special populations such as US veterans and service members
- Cross-registration and cross-campus enrollment
- Supporting the implementation of new programs and initiatives

OUTCOMES

- We enable students to view open seats, enrollment details, and discover under-enrolled classes with our Class Schedule tools.
- We empower students by educating them about veterans' benefits, visitor and exchange programs, academic and registration policies, and more.
- We advocate for students by staying engaged with ASUC efforts.
- We streamline administrative tasks to help advisers across campus.

DATA COLLECTION METHODS

Multiple data collection methods are used, including queries on the student information system, scheduling system, Salesforce, and web analytics.



registrar.berkeley.edu

Students: 510.664.9181

Faculty: 510.642.5042
egrades@berkeley.edu



WHAT WE DO

The goal of the Office of the Registrar (OR) is to match our outstanding students with the campus's incredible curriculum and the best faculty in the world. We do this in part by publishing the Berkeley Academic Guide (the campus general catalog) and the Class Schedule. We are stewards for mission-critical student records that support operations throughout the campus and data for decision-making and reporting. We meet frequently with colleagues from colleges and schools, the Graduate Division, and other units to nurture a spirit of collaboration, innovation, and excellence.



Our primary responsibilities range from interpreting and implementing the academic and administrative policies of the campus in the areas of student registration and enrollment, maintaining the catalog of courses and curriculum, classroom use and scheduling, classroom renovations, recording of grades and graduation, FERPA, and maintenance of student records.

16 million

VIEWS OF THE CLASS
SCHEDULE AND
ACADEMIC GUIDE



30,000

INDIVIDUAL
RESERVATIONS
FOR STUDENT
ORGANIZATIONS



75,431

ENROLLMENT AND
DEGREE VERIFICATIONS

57,655

UNIQUE STUDENTS
ENROLLED

WHAT OUR WORK MEANS TO THE CAMPUS

We support teaching and learning with resources that guide students toward amazing faculty, classes, and programs. We ensure the integrity of student records, validate academic milestones, oversee academic policies, and manage classrooms. We enhance diversity through targeted programs, such as building preferred names into our systems and administering AB 540 in residency determinations.

Office of Undergraduate Admissions

PROGRAM DESCRIPTION

OUA actively supports and works towards the following goals:

- We identify, recruit, admit, and enroll the best undergraduate students that encompass the broad diversity of cultural, racial, geographic, and socioeconomic backgrounds characteristic of California, the nation, and the world.
- We host outreach events for prospective applicants and strive to reach traditionally underserved groups.
- We work closely with academic departments, faculty, and committees of the Academic Senate on admissions criteria and policies that reflect the University mission.

OUTCOMES

For the 2018–19 cycle, OUA:

- Selected freshman and transfer students based on holistic review of all information in the application.
- Held a range of outreach and recruitment events with prospective students and counselors from high schools and community colleges, and daily presentations to on-campus visitors.
- Finalized records for over 9,500 students, involving intensive work validating official records and self-reported data in just a few weeks.

DATA COLLECTION METHODS

We use Slate to manage and track all applications and to record outreach and recruitment events. Undergraduate Application data is generated from Cal Answers and visitor data from internal customer service records



admissions.berkeley.edu

510.642.3175



WHAT WE DO

The Office of Undergraduate Admissions (OUA) is responsible for managing the campuswide undergraduate admissions programs. The department seeks to recruit, admit, and enroll a student body that, beyond meeting the University's eligibility requirements, demonstrates high academic achievement and exceptional personal achievement, while encompassing the broad diversity of cultural, racial, geographic, and socioeconomic backgrounds characteristic of California, the nation, and the world.



19,217

TRANSFER APPLICATIONS EVALUATED, WITH A 23.5% ADMIT RATE AND A 59.2% YIELD RATE

89,627

FRESHMAN APPLICATIONS EVALUATED, WITH AN 15.1% ADMIT RATE AND A 45% YIELD RATE

15,600

CALLS ANSWERED ANNUALLY



5,547

VISITORS ATTENDED DAILY PRESENTATIONS



WHAT OUR WORK MEANS TO THE CAMPUS

We enhance diversity; support the student experience by selecting students with the best fit for the campus; build community by collaborating with faculty, departments, and programs to enact policies and meet targets; support financial sustainability through strategic recruitment to meet goals for net payer revenue; and promote research and discovery through identifying outstanding candidates for scholarships.

ASUC Student Union

PROGRAM DESCRIPTION

The ASUC Student Union, in partnership with student leaders, creates and maintains community-focused spaces and programs that provide opportunities for students to learn, grow, and live a balanced life. We house major centers, including: the Basic Needs Center, LEAD Center, Public Service Center, Queer Alliance and Resource Center, Student Environmental Resource Center, and Multicultural Community Center. We are also the seat for Student Government (the ASUC & GA) to which we provide accounting support and financial advising.

OUTCOMES

- Empowered the people who use our spaces, including our businesses—the majority of which are people of color/women-owned.
- Improved our sustainability by engaging our Green Team to work with ASUC businesses and programs using sustainability score sheets, assessments, trainings, and certifications.
- Supported technology services and tools that improve student life with the Student Tech fee.
- Revenue generated through the Student Union businesses (\$3 million+) contributed to supporting student organizations and programs.

DATA COLLECTION METHODS

Our data collection spans all of our programs and includes:

- Long-form data collection surveys
- Short-form client satisfaction questionnaires
- Website, Google, and social media analytics
- Data collection from various point of sale and registration databases

 studentunion.berkeley.edu
asucstudentunion@berkeley.edu
 510-664-7976



WHAT WE DO

We cultivate community at Cal! The ASUC Student

Union is a hub for services and organizations that help students and the campus community thrive. We operate the Cal Student Store, Berkeley Art Studio, Creative Lab, Event Services, and our nonprofit, social enterprise restaurants. We also host and support student-run businesses, such as a bike repair shop, the open computing facility, a thrift store, media center, and more. We aim to create community-focused programs that bring the campus together.



36,523

QUESTIONS ADDRESSED
AT OUR CONCIERGE DESKS



13%

INCREASE IN SALES AT THE
CAL STUDENT STORE, AND
\$150K IN "BERKELEY 150"
MERCHANDISE SOLD

12,476

EVENTS PLANNED AND
EXECUTED BY OUR EVENTS
SERVICES TEAM

5,018

PEOPLE PARTICIPATED IN ART
CLASSES AND WORKSHOPS WITH
THE BERKELEY ART STUDIO,
INCLUDING "CRAFTERDARK,"
OUR FREE, MONTHLY WORKSHOP
OFFERED TO STUDENTS

WHAT OUR WORK MEANS TO THE CAMPUS

We provide an array of services to campus. We have a dual reporting line to both Student Affairs and our Board, made up of students, faculty, and staff. This means we not only cultivate student leaders, but also empower them as important decision makers for the operation of our spaces and organization.



Career Center

PROGRAM DESCRIPTION

The Career Center focuses on three critical aspects of the career journey of undergraduate and graduate students specifically, career clarity — opportunities to identify career direction through activities such as individual career coaching and group workshops; career competitiveness — opportunities to enhance marketability via real world experiences such as internships and externships; and career connections — opportunities to engage with alumni and employers, including career fairs and alumni/student networking events.

OUTCOMES

During the past five years, the typical career outcomes of the baccalaureate class indicates that six months following graduation approximately 55% secure employment, 18% attend graduate and professional school, 18% are still seeking employment, and 8% pursue other endeavors.

DATA COLLECTION METHODS

Several surveys are utilized annually to better understand the needs, expectations, outcomes and feedback from students, employers, and alumni. Student attendance tracking for events, workshops, and appointments are maintained through Handshake and surveys are collected using Qualtrics and Mentimeter.



WHAT WE DO

We prepare undergraduates, graduate students, and alumni to make informed decisions about their futures by providing comprehensive resources, programs, and coaching on career development, internships, employment, and graduate school, all with the goal of getting them “career ready.”

 career.berkeley.edu
[career.berkeley.edu/
contactcareercenter](https://career.berkeley.edu/contactcareercenter)
510.642.1716

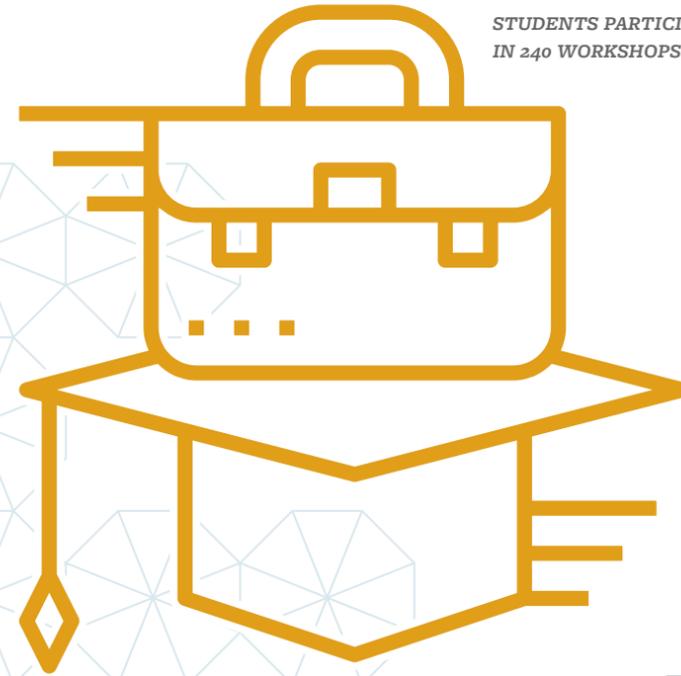


12,343

STUDENTS PARTICIPATED
IN 240 WORKSHOPS

12,504

STUDENTS ATTENDED
14 CAREER FAIRS



66,199

OPPORTUNITIES POSTED IN HANDSHAKE,
INCLUDING OVER 15,800 INTERNSHIPS;
83% OF STUDENTS WHO HAVE TWO OR
MORE INTERNSHIPS DURING COLLEGE
ARE EMPLOYED FULL-TIME AFTER
THEY GRADUATE



WHAT OUR WORK MEANS TO THE CAMPUS

Nationwide the demand for new graduates to enter the workforce has steadily risen over the last 10 years causing recruiting timelines to move up. This demand allows us to help students become “career ready” by helping them gain career clarity, competitiveness, and connections during their time at UC Berkeley.

Center for Student Conduct

PROGRAM DESCRIPTION

The Center for Student Conduct strives to challenge students to think critically about their decision-making and encourage an environment of personal and intellectual growth. Therefore, the Center for Student Conduct finds success in having low recidivism rates and mutually resolving conduct cases with students, as methods for achieving positive learning outcomes.

OUTCOMES

Learning outcomes for students include the ability to:

- Articulate their rights and responsibilities as it pertains to the student conduct process.
- Explain the policies, procedures, and purpose of the Code of Student Conduct.
- Articulate the impact their decisions and actions have on themselves and others.
- Develop methods to repair harm to those they may have impacted.
- Self-reflect on personal values and resolutions and learn tools and methods to use in future situations.

DATA COLLECTION METHODS

The Center for Student Conduct utilizes the reporting feature in our case management database to pull statistics and the individual reflection assignments that students submit as part of their resolution agreement for violating the Code of Student Conduct.



WHAT WE DO

The Center for Student Conduct envisions a campus environment where students recognize the power and impact of their actions and embody the UC Berkeley's Principles of Community.

It contributes to the holistic development of students by administering the Code of Student Conduct through equitable practices that promote education, foster a sense of accountability, and encourage community responsibility and mutual respect.

 sa.berkeley.edu/conduct
studentconduct@berkeley.edu
510.643.9069



685

TOTAL NUMBER
OF CONDUCT CASES



98.7%

PERCENTAGE OF STUDENTS
BETWEEN JULY 2018
AND MARCH 2019 THAT
DEMONSTRATE LEARNING
BY NOT HAVING A
SUBSEQUENT REFERRAL

“I ... learned what it takes to rectify a mistake like this—you must take responsibility for your actions, and learn from them. I must learn from this mistake, so that I never put myself or a partner in a situation like this again. I will never undermine the integrity of our university again, and I will never be complicit in such actions taken by other people.”

UC BERKELEY STUDENT

WHAT OUR WORK MEANS TO THE CAMPUS

Our work positively contributes to students' learning as we challenge students to consider how their decisions and actions impact others in our community. We strive to help create community and mutual respect, while providing opportunities for students to learn about resources and tools to assist in their personal development at UC Berkeley.



Center for Support and Intervention

PROGRAM DESCRIPTION

Our Case Management work provides limited threat assessment, consultation, collaboration, and intervention with and for students, faculty, staff, and the community in order to prevent harm and violence in our campus and community. Our Violence and Harm Prevention work provides direct training to students and staff on bystander intervention strategies.

In 2018-2019, concerns referred about students included:

- 33% Mental Health
- 28% Potential Threat to Self/Others
- 14% Academic
- 11% Target of Violence/Harm
- 8% Financial/Basic Needs

OUTCOMES

- Provided training to students and staff on bystander intervention and develop and implement harm-prevention strategies for the campus.
- Assessed and provided support to students experiencing or causing distress with the potential for harm or violence.
- Collaborated with campus colleagues on assessing harm and potential threat.
- Helped students in distress to identify, understand, and access support resources.
- Fostered resilience and self-care strategies for students experiencing distress.

DATA COLLECTION METHODS

Data is gathered continuously through reports of concern, analysis of usage and referral metrics, and surveys of bystander intervention training participants.

 sa.berkeley.edu/csi
csi.berkeley.edu
csi@berkeley.edu
 510.664.4218



WHAT WE DO

The Center for Support and Intervention (CS&I) addresses prevention and intervention for harm and violence on campus and provides support to students experiencing or causing distress in the campus community. CS&I oversees the Bears that Care bystander intervention program and coordinates the university's interdisciplinary Students of Concern Committee.



4,415

STUDENTS TRAINED ON BYSTANDER INTERVENTION, WITH 91.7% REPORTING THAT THEY ARE MORE LIKELY TO INTERVENE TO PREVENT HARM



52%

CASE MANAGERS MANAGED AN OVER 50% INCREASE IN REPORTS OF CONCERN FROM AY 17-18 TO AY 18-19

1,000+

MANAGED OVER 1,000 REPORTS OF CONCERN FROM THE CAMPUS COMMUNITY ABOUT 700+ UNIQUE STUDENTS



WHAT OUR WORK MEANS TO THE CAMPUS

We provide early warning, prevention, and intervention for a rising number of students in distress and those who could potentially cause harm to members of the campus community, and prevent acts of violence, supporting the Chancellor's goal of enhancing the undergraduate experience.

LEAD (Leadership, Engagement, Advising, and Development) Center

PROGRAM DESCRIPTION

The mission of the LEAD Center focuses on supporting student-centered learning and development by cultivating student leadership and lifelong learning. Through advising, the LEAD Center empowers individuals, student organizations, student government, and other campus communities to enhance their co-curricular experience.

The LEAD Center achieves this mission by promoting student development and learning, supporting leadership development and the establishment of a well-rounded leadership identity, and providing advising, resources, and support that assist students to flourish within their co-curricular experience.

OUTCOMES

Students who engage in programs, activities, and services provided by the LEAD Center will [or will be able to]:

- Identify personal interests, values, strengths, and identities and use these attributes to positively shape their communities at UC Berkeley and beyond.
- Hone leadership and relationship-building skills and apply them to strengthen their organizations and communities at UC Berkeley and beyond.
- Articulate how their co-curricular involvement integrates with their personal and professional goals.

DATA COLLECTION METHODS

The LEAD Center collects and analyzes data retrieved from in-person Signatory Training, feedback surveys, and information collected via CalLink, the LEAD Center's student organization registration and financial tracking portal.

 lead.berkeley.edu
lead@berkeley.edu
 510.642.5171



WHAT WE DO

The LEAD (Leadership, Engagement, Advising, and Development) Center is UC Berkeley's hub for student involvement, leadership development, and co-curricular advising. The aim of the LEAD Center is to support students and student organizations as they explore their interests, pursue their passions, and create community at Cal.

The LEAD Center supports student-centered learning and development by cultivating student leadership through by providing administrative, advising, and



programmatic support to various student communities, including approximately 1,000 registered and sponsored student organizations, 65+ recognized fraternities and sororities, undergraduate and graduate student government, the campus programming board, over 50 student publications, bridges Multicultural Resource Center, Recruitment and Retention Centers, and Cal Debate, and the largest student housing cooperative in the country.

WHAT OUR WORK MEANS TO THE CAMPUS

With a focus on supporting students and student organizations, the LEAD Center provides opportunities for students to build a community of belonging, create a culture of organizational wellness, and support informed, ethical and responsible decision making grounded in Berkeley's Principles of Community.

1,150+

THE NUMBER OF REGISTERED STUDENT ORGANIZATIONS (RSOS) AT UC BERKELEY

1,500

STUDENT LEADERS IN ELECTED, APPOINTED OR HIRED POSITIONS WITHIN THE ASSOCIATED STUDENTS OF THE UNIVERSITY OF CALIFORNIA (ASUC) AND THE GRADUATE ASSEMBLY (GA)

3,600+

STUDENTS ARE MEMBERS OF ONE OF THE OVER 50 CHAPTERS THAT MAKE UP THE CALGREEK COMMUNITY



New Student Services

PROGRAM DESCRIPTION

The Golden Bear Experience consists of four components:

- Golden Bear Advising (online, completed prior to arrival): Covers the academic environment, resources, an introduction to the college and advising, and enrollment instructions.
- Golden Bear Prep (online, completed prior to arrival): Provides a comprehensive view of life outside the classroom.
- Golden Bear Orientation (GBO): Mandatory, in-person orientation the week prior to the start of classes.
- Getting Your Bearings: Continued programming throughout the first three weeks of the semester.

OUTCOMES

- New students are welcomed into Berkeley's scholarly community.
- Participants gain an understanding of academic requirements and connect with university and college resources, services, and support structures.
- Participants engage with campus traditions and the range of Berkeley's unique cultural communities.
- Participants engage with their peers and the broader campus community.
- The path is set for a lifelong relationship with the campus.

DATA COLLECTION METHODS

The first year of the Golden Bear Experience included multiple data collection methods:

- Golden Bear Experience Survey: Extensive survey distributed after GBO completion; 81% response rate
- Golden Bear Advising Survey: Survey embedded within Golden Bear Prep to assess virtual advising experience; 92% response rate
- Orientation Leader Survey; 33% response rate
- Campus Partner Meetings & Focus Groups: Extensive follow up meetings across campus with contributors; focus groups hosted by Student Affairs Communications to assess new student communication



WHAT WE DO

New Student Services (NSS) supports the holistic transition of all of the more than 9,000

incoming undergraduate students.

The mission is to give each student the support and resources needed for a successful transition to the Berkeley campus: academically, socially, emotionally, and culturally.

New Student Services continues to welcome and support the transition with the Golden Bear Experience. This orientation model has proven to provide a smooth transition for both first year and transfers, introduce students to the complexity of

orientation.berkeley.edu
nss@berkeley.edu
510.642.7733

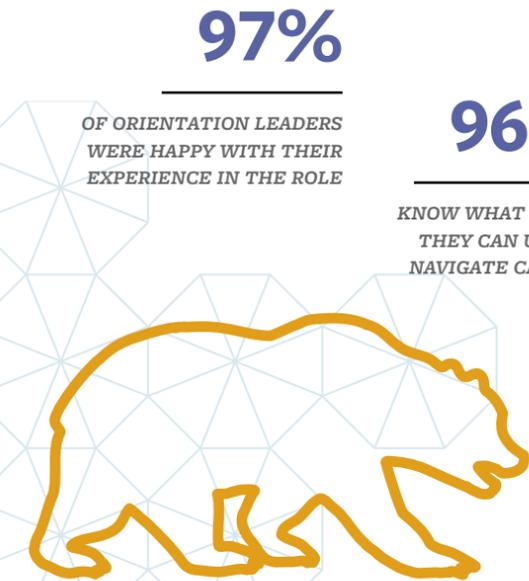


UC Berkeley experiences, and allow peer to peer connections which foster pride, confidence, and resilience.

NSS collaborates with over 100 campus departments to implement the Golden Bear Experience, including departments within the Division of Student Affairs; all colleges, schools, and academic programs; the City of Berkeley; and more. To implement Golden Bear Orientation, NSS utilizes the talents of current Berkeley students, including hundreds of volunteer Orientation Leaders.

WHAT OUR WORK MEANS TO THE CAMPUS

New Student Services (NSS) facilitates the transition of all incoming undergraduates with the goal that they will succeed in the years leading up to graduation. We bring together multiple campus divisions to create a cohesive and welcoming student experience. Our work ensures that students feel a sense of belonging and understand the resources available throughout their undergraduate career and beyond.



97%

OF ORIENTATION LEADERS WERE HAPPY WITH THEIR EXPERIENCE IN THE ROLE

96%

KNOW WHAT TOOLS THEY CAN USE TO NAVIGATE CAMPUS

89%

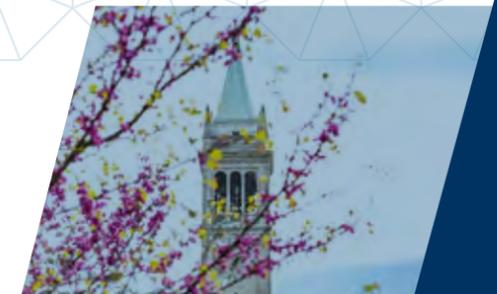
OF INCOMING TRANSFER STUDENTS HAVE A GROUP OF PEERS THEY FEEL CONNECTED TO

95%

FEEL A SENSE OF BELONGING AT UC BERKELEY, A 2% INCREASE FROM THE PREVIOUS YEAR

97%

HAVE A BETTER UNDERSTANDING OF HOW TO GET INVOLVED ON CAMPUS



Public Service Center

PROGRAM DESCRIPTION

Our programs engage students through community service, K-8 mentoring, internships, and courses to support organizations in addressing pressing social issues and to help students develop the knowledge, perspectives, and skills needed to be our next generation of civic leaders. The Center also works with faculty and graduate students to integrate community-engaged learning into teaching and research.

OUTCOMES

PSC leaders will...

- Design and direct PSC programs in ways that facilitate others' exploration and understanding of social issues.
- Appropriately employ communication, facilitation, and project management skills to lead peers toward a goal.
- Empathize and incorporate multiple, and even conflicting, perspectives into discussions and decision-making.
- Partner with community members to co-create empowering solutions to address social issues.
- Demonstrate civic identity, showing a long-term commitment to working toward social justice.

DATA COLLECTION METHODS

Students complete a self-reported survey at the close of each academic year to assess progress against the stated learning outcomes. Students also complete reflections and training evaluations, which are coded for themes.



publicservice.
berkeley.edu
publicservice@
berkeley.edu
510.642.3916



WHAT WE DO

Through the Public Service Center, students, faculty, and communities work together to co-create a more just and equitable world.



98%

OF PSC LEADERS FELT THAT PARTICIPATION IN PSC PROGRAMS IMPROVED THEIR ABILITY TO LEAD THEIR PEERS

5,500

STUDENT PARTICIPANTS

450

COMMUNITY PARTNERS

17

AMERICAN CULTURES ENGAGED SCHOLARSHIP FACULTY SUPPORTED TO TEACH COMMUNITY-ENGAGED SCHOLARSHIP



91%

OF PSC LEADERS AND 80% OF PARTICIPANTS SAID THEIR PARTICIPATION IN PSC PROGRAMS INFLUENCED THEIR CAREER OR PROFESSIONAL GOALS

APPROXIMATELY 80%

OF PSC LEADERS ARE FINANCIAL AID ELIGIBLE

WHAT OUR WORK MEANS TO THE CAMPUS

Through our co-curricular and curricular service programs, the PSC is a critical partner in enhancing the undergraduate experience, creating community and a sense of belonging, and meeting the university's public service mission. The PSC also serves as a key connection point between the university and external partners in our local community and beyond.



Recreational Sports

PROGRAM DESCRIPTION

Rec Sports provides student and non-student members unlimited access to multiple fitness facilities and swimming pool complexes, hundreds of instructional fitness and outdoor classes, and opportunities for participation in team sports through Intramural Sports and Sport Clubs. As a department, our primary focus is the provision of high-quality recreational experiences for the campus and local community to achieve well-being. Due to Berkeley's diversity, the scope of this department is wide and far-reaching.

OUTCOMES

Rec Sports outcomes this year included the following:

- We built a thriving community of students and staff through our diverse opportunities for recreation and wellness.
- We promoted inclusivity and accessibility and eliminated barriers to recreation for our members through facility upgrades to our weight rooms and locker rooms, and added a new full-time Inclusive Recreation Coordinator staff position.
- We built and refined a sustainable financial model for Recreational Sports by streamlining services and highlighting efficiencies.

DATA COLLECTION METHODS

Rec Sports is committed to systematically collecting, analyzing, and delivering programs and services to improve and promote wellbeing for our users. Using robust enterprise software to process and track sales, participant access, and user trends, Rec Sports relies on technology to provide data that informs our decisions.



recsports.berkeley.edu
recsports@berkeley.edu
510.642.7796



WHAT WE DO

The Department of Recreational Sports (Rec Sports) is a campus leader and educator, inspiring the entire university community to engage in an active and healthy lifestyle that fosters wellbeing and a sense of community.

Rec Sports offers dynamic and inclusive programming, experiential education, leadership development, cross-unit collaboration, and skill training for building lifelong healthy habits. We believe our work transforms students into effective leaders and global citizens who will thrive and change the world.



I love the enthusiasm and energy of the students. We're here to do good things for our bodies and be healthy, and that's beautiful.

REC SPORTS GROUP EXERCISE INSTRUCTOR

Rec Sports is committed to providing a diverse array of programs, services, and facilities with respect, honesty and integrity. We leverage our resources and talent to think strategically and act collaboratively to ensure alignment with the needs of our diverse community of students, faculty, and staff.

WHAT OUR WORK MEANS TO THE CAMPUS

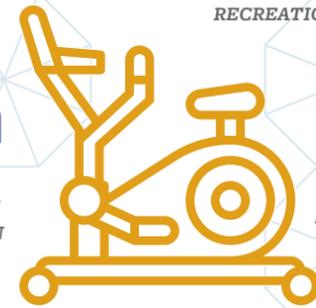
Recreational Sports provides a valuable resource to campus. Strong recreational facilities and programs support student wellness, promote health, academic achievement, and a sense of belonging. These programs provide a vital asset in a competitive recruiting landscape for top students nationally and internationally.

2 million

VISITS TO RECREATIONAL SPORTS FACILITIES AND PROGRAMS BY STUDENTS AND MEMBERS, HELPING THEM TO MEET THEIR HEALTH, FITNESS, AND RECREATIONAL GOALS

\$14 million

OPERATING BUDGET, OF WHICH \$7 MILLION IS IN REVENUE GENERATED FROM PROGRAM FEES AND SERVICES



APPROXIMATELY 80%

PERCENTAGE OF UC BERKELEY STUDENT BODY THAT ACTIVELY PARTICIPATES IN RECREATIONAL SPORTS OFFERINGS



Residential Life

PROGRAM DESCRIPTION

Residential Life provides an inclusive living environment by promoting learning and personal development, in support of UC Berkeley's academic mission.

OUTCOMES

Through Residential Life, residents will:

- Develop inclusive communities with others from diverse backgrounds.
- Utilize academic support resources to enhance academic performance.
- Learn from Residential Faculty what it means to be a scholar in higher education.
- Have access to opportunities to grow their leadership skills.
- Grow from poor choices that have an impact on themselves and others.

DATA COLLECTION METHODS

Residential Life uses multiple data collection methods. The data shared reflects numbers pulled between January-December 2018. Engagement metrics are gathered primarily through RoomPact and other online portals. Conduct and community standards data is collected through Advocate. Assessment is conducted via Campus Labs/Baseline utilizing various data collection strategies.



 reslife.berkeley.edu
rlife@berkeley.edu
510.642.3280

3,815

NUMBER OF PARTICIPANTS WHO ENGAGED WITH THE RESIDENTIAL FACULTY PROGRAM

5,505

NUMBER OF PROGRAMS AND EVENTS OFFERED TO RESIDENTS THAT FOCUSED ON INCLUSION, INDIVIDUAL GROWTH, AND/OR COMMUNITY DEVELOPMENT

10,271

NUMBER OF CALLS FOR SERVICE, STUDENT SUPPORT, AND CRITICAL INCIDENT RESPONSE

WHAT WE DO

Residential Life develops and supports programs and initiatives designed to emphasize the importance of community and academic development within our residential communities. Through the cultivation of the living/learning experience, each of the varied programs strengthens our residents' personal development, intellectual growth, and ability to develop lifelong relationships. In our family community, children also receive academic and developmental support.

WHAT OUR WORK MEANS TO THE CAMPUS

Residential Life provides a holistic living/learning environment that offers opportunities to maximize the transitional and transformational experience for new and continuing residents. Our highly trained staff assist residents' acclimation to campus, connect them to academic resources, respond to crises 24/7, and facilitate engagement in a diverse residential community.

Student Environmental Resource Center

PROGRAM DESCRIPTION

SERC enhances the student experience through environmental programs, services, funding, and leadership opportunities. The current organizational structure includes teams broken down as follows: TGIF; Programs & Services; Internal Operations; Advisees; and the ZWRC. Through its 25+ student staff and two professional career staff, SERC staff co-create programs, events, and services that support the needs of the environmental community, while also expanding its reach to non-traditional environmental students and academic backgrounds.

OUTCOMES

SERC reinforces its mission by committing to the following strategic goals:

- Advance quality and access of environmental education programs and resources.
- Strengthen programs and resources to deepen engagement in the environmental community.
- Expand opportunities and provide comprehensive tools to refine leadership and professional development skills among students.
- Develop organizational advocacy channels and expand civic service programming.
- Integrate equity and inclusion programmatically and culturally throughout the organization.

DATA COLLECTION METHODS

SERC uses multiple methods to collect, evaluate, and analyze outcomes of programs and services. Methods included in the 2018-2019 academic year include demographics survey, assessment surveys, event participation and attendance, and social media analytics.



serc.berkeley.edu
serc@berkeley.edu



WHAT WE DO

The Student Environmental Resource Center (SERC) cultivates a collaborative space to strengthen the collective effectiveness of the sustainability community, and provides resources for students to actualize their visions of a more equitable, socially just, and resilient future. Through programs, services, funding, and leadership opportunities, SERC supports, co-creates, and expands the co-curricular experience for students around environmental sustainability and environmental justice. Programs and services



216

TGIF-FUNDED PROJECTS, INCLUDING EIGHT NEW PROJECTS IN FALL 2018, WITH \$2.8 MILLION IN SUPPORT OF CAMPUS SUSTAINABILITY

24%

INCREASE IN ALTERNATIVE SPRING BREAK PROGRAM APPLICANTS

12%

INCREASE IN STUDENT LEADERSHIP PARTICIPANTS IN THE SERC MEMBERSHIP PROGRAM

46,000

COLLECTIVE ENGAGEMENTS WITH THE LEAFLET, SERC'S AVENUE FOR COMMUNICATION FOR ENVIRONMENTAL DISCOURSE AND ACADEMIC KNOWLEDGE DISSEMINATION



include: grant funding for campus sustainability projects through The Green Initiative Fund (TGIF), mentorship programs, environmental career networking events and panels, Solar Spring Break, and student-led zero waste projects and research through the Zero Waste Research Center (ZWRC).

SERC creates an environmental space that is intersectional, justice-centered, and inclusive — it is what environmentalism should look like.

AMANINA SHOFRY
SERC ALUMNI, CLASS OF 18'

WHAT OUR WORK MEANS TO THE CAMPUS

SERC helps advance the environmental movement, engages the campus community, and cultivates a space for students to actualize their visions of a more sustainable and equitable campus. SERC fosters belonging for the environmental community, and brings unity to campus sustainability efforts.



Student Legal Services

PROGRAM DESCRIPTION

SLS provides the following services:

- Legal Consultations and Guidance: 30-minute consultations to current students, with follow-up appointments as needed. SLS does not represent students, but does help draft and review letters, legal documents, and court filings; SLS also provides referrals when needed.
- Online Resources: SLS offers info sheets and forms on legal topics most relevant to students.
- Workshops: Legal educational sessions on various topics of interest to students.

OUTCOMES

After consulting with SLS, students:

- Understand the legal issues involved in their cases.
- Can identify and understand their legal options, and the relative merits of those options.
- Know how to navigate a problem/institution that they might not have otherwise known how to navigate.
- Feel better equipped to handle similar situations in the future.

DATA COLLECTION METHODS

SLS uses multiple data collection methods. We conduct semiannual assessment surveys distributed to SLS clients, which include detailed learning outcomes assessment questions; the latest response rate was 29.5%. We evaluate aggregated student demographic data, based on SIDs and analyzed securely and confidentially with no other identifying information. We also have a confidential SLS database of clients, cases, topic areas, and frequency of consultations.



WHAT WE DO

Student Legal Services (SLS) offers students free and confidential consultations with an attorney for advice, guidance, and coaching related to their legal questions, rights, and obligations. Areas of law include landlord tenant, small claims actions, credit issues and collections, family law, auto and health insurance, accidents and personal injury, consumer fraud, criminal, traffic and alcohol citations, contract law, and basic estate planning matters. SLS helps students navigate difficult circumstances such as uninhabitable housing,



I went from thinking I was helpless to knowing that I had enforceable rights.

SLS UNDERGRADUATE STUDENT CLIENT

illegal threats from landlords, serious credit problems, divorce, child custody disputes, bicycle and car collisions, injuries, harassment and fear for safety, and denials of insurance coverage.

The SLS mission is to support student retention by improving students' ability to stay in school via high quality counseling and assistance with their legal issues.

WHAT OUR WORK MEANS TO THE CAMPUS

The SLS caseload grows every year and continues to be a vital part of the fabric of student services that assist, educate, and empower students — in particular underrepresented minority and lower-income students, who often have less social capital than their peers — to improve the student experience, foster campus diversity, and support persistence.

1,109

CLIENT CONSULTATIONS LAST YEAR; CASELOAD HAS INCREASED 10 CONSECUTIVE YEARS

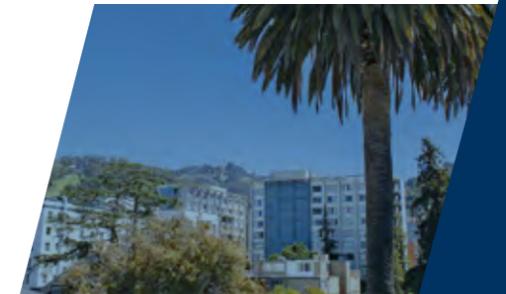
29.5% – 260%

UNDERREPRESENTED MINORITY, TRANSFER, AND PELL GRANT-ELIGIBLE STUDENTS CONSULT WITH SLS IN HIGHER PROPORTIONS THAN THEIR AVERAGE NUMBERS ON CAMPUS



89.2%

OF SLS CLIENTS SAID "YES" WHEN ASKED WHETHER SLS IMPROVED THEIR ABILITY TO STAY IN SCHOOL AND/OR TO FOCUS ON THEIR STUDIES



sa.berkeley.edu/legal
510.664.7487

Berkeley Events and Conferences

PROGRAM DESCRIPTION

Concessions was added to the EC portfolio this year. Based on customer survey feedback and specific requests from Intercollegiate Athletics, EC was tasked with bringing new items, driving traffic to areas that had a history of low sales, and creating a fun and inviting environment at Field Club Mezzanine. After researching local and national food trends, EC introduced Boba Tea in general Concessions, Big Bear Float, Street Tacos, and Carving Station to the Field Club.

OUTCOMES

EC introduced many new items to Concessions this year, with the main focus on the following four items:

1. Boba Tea — wildly popular in the Bay Area, we offered two versions in general Concessions: traditional Black Tea, and Tropical Green Tea.
2. Big Bear Float — ice cream float with customized toppings, special bear cookie and extra sprinkles. This was an attraction for families and kids at the Field Club Mezzanine.

DATA COLLECTION METHODS

Data was collected through cash and credit card sales reports.



WHAT WE DO

Events and Conferences (EC) supports a variety of campus and external programs through summer conferences, concessions, and year-round catering and events. As a one-stop shop, EC focuses on a high-quality customer service experience by assisting clients with all aspects of event and conference planning, from inquiry through completion. We also work with campus partners to improve usage of their meeting/event spaces (Athletics,



Recreational Sports, Alumni House). We also provide Concessions to twelve sports across different venues. Revenue generated by EC goes to support students living in residence halls by offsetting room and board rate increases, and financing facilities improvements and new construction.

\$5,486

TOTAL SALES OF BOBA TEA DURING FOOTBALL SEASON



\$2,810

TOTAL SALES OF BIG BEAR FLOAT DURING FOOTBALL SEASON

\$70,594

TOTAL SALES IN FIELD CLUB DURING FOOTBALL SEASON, AN 8.6% INCREASE FROM LAST YEAR



WHAT OUR WORK MEANS TO THE CAMPUS

By providing innovative menu items and creating a fun atmosphere, EC supports the campus community through event planning and catering services. Additionally, we generate incremental revenue through Concessions and working with external clients.

 eventsandconferences.berkeley.edu
meethere@berkeley.edu
510.642.4444
Cal Catering:
catering@berkeley.edu
510.643.4314

Cal 1 Card

PROGRAM DESCRIPTION

The Cal 1 Card is the campus community's key to attain access to services throughout campus and beyond. The card contains technology that allows students, faculty, staff, and affiliates access to campus and residential buildings, declining debit account, meals on and off campus, and access to campus events. In April 2019, Cal 1 Card moved to Sproul Hall, which offers better proximity to all student services and improved efficiencies for all eligible cardholders.

OUTCOMES

Cal 1 Card contributes to the following outcomes:

- Enhance and support the student experience by facilitating service provision and access to multiple resources.
- Provide card services to the entire campus community.
- Provide CalNet Tier 1 Support to the entire campus community.
- Achieve a balanced budget through internal and external partnerships.

DATA COLLECTION METHODS

CS Gold provides reports for Cal 1 Card production, Cal 1 Card use, and debit account transactions.



calicard.berkeley.edu
calicard@berkeley.edu
510.643.6839



WHAT WE DO

Cal 1 Card issues the official campus identification card to all eligible students, employees, and affiliates.

The Cal 1 Card allows cardholders to identify themselves as active members of the UC Berkeley community and affords them access to applicable facilities and corresponding services. Services include a declining balance debit account, access to Cal Dining meal plans, and campus buildings, among others. The declining debit program offers an easy method of payment for goods and services



at over 25 locations on and off campus. The Cal 1 Card program also issues the AC Transit Clipper Card to eligible students for access to public transportation services in the East Bay. The Cal 1 Card program is continuously assessing emerging technologies and business processes to optimize operations, enhance security, and improve the end-user experience.

28,620

CAL 1 CARDS CREATED ANNUALLY FOR STUDENTS, FACULTY, STAFF, AND CAMPUS AFFILIATES



\$1.6 million

AMOUNT OF MONEY SPENT VIA CAL 1 CARD DECLINING DEBIT TO PURCHASE ON- AND OFF-CAMPUS SERVICES AND GOODS (FOOD, PRINTING, LAUNDRY)



19,400

CLIPPER CARDS DISTRIBUTED THIS YEAR TO NEW AND TRANSFER STUDENTS WITH ELECTRONIC CLASS PASSES

WHAT OUR WORK MEANS TO THE CAMPUS

Cal 1 Card facilitates a positive student experience through the access to key facilities and services, including Cal Dining, Recreational Sports, Libraries, and more. Cal 1 Card also enables supplemental aid to our most needy students via the Health Opportunity Fund and Food Security Program.

Cal Dining

PROGRAM DESCRIPTION

In 2018, our team adopted a new food philosophy. Our food philosophy allows us to set specific goals to meet our vision of delicious, nutritious, and sustainable food. We strive to progress our program through plant-forward dining, employee engagement, and strategic partnership with our vendors. Cal Dining continues to support the Basic Needs initiative on campus through a comprehensive food donation program and two campus gardens.

OUTCOMES

Cal Dining operational outcomes include:

- Donating 25,000 lbs. of food annually to local food pantries including the Student Food Pantry and Bear Pantry in University Village
- Working with Coke Farms to triple the amount of organic produce
- Implementing a new herb garden at brown's, intended to be an educational space to foster wellness and food literacy
- Creating globally-inspired plant-based dishes through a weekly recipe team challenge

DATA COLLECTION METHODS

Cal Dining data collection methods include analysis of Eatec, our food management system, our food donation program, and our regular "Weigh Your Waste" events.

 caldining.berkeley.edu
dining@berkeley.edu
 510.643.8323



WHAT WE DO

Cal Dining has adopted a new food philosophy inspired by the Culinary Institute of America's Menu of Change whereby we serve delicious food that happens to be nutritious and sustainable.



25,000

POUNDS OF FOOD DONATED TO STUDENTS AND COMMUNITY MEMBERS IN NEED ANNUALLY



30%

REDUCTION OF FOOD WASTED AT THE DISH RETURN COMPARED TO A 2017 BASELINE

26%

SUSTAINABLE FOOD SERVED IN CAL DINING, AS DEFINED BY UCOP SUSTAINABLE PRACTICES POLICY



WHAT OUR WORK MEANS TO THE CAMPUS

Our service philosophy is centered around three key principles:

- 1) Flavor and Variety — striving to serve delicious food for every palate.
- 2) Health and Wellness — prioritizing nutritious foods by transitioning to minimally processed, organic, and trans-fat free food products.
- 3) Social Responsibility — continually striving to support our community and minimize our environmental footprint.

Cal Housing

PROGRAM DESCRIPTION

Cal Housing received 10,522 housing applications; implemented an On-Campus Housing Fair to connect students with resources so they could learn about the benefits of living in on-campus housing; implemented StarRez PortalX, a new technology platform that is more compatible with handheld mobile devices, which resulted in an improved customer online experience; and added David Blackwell Hall and Shattuck Studios into the housing portfolio.

OUTCOMES

Cal Housing supported the following operational outcomes:

- Housing 8,231 students and 903 family apartment units.
- Continued to increase on-campus housing portfolio with new Master Lease Agreements and MOUs.

DATA COLLECTION METHODS

Cal Housing uses analysis of StarRez, our room management and billing system.



WHAT WE DO

Cal Housing is responsible for all applications, assignments, contracts and billing for both single student as well as family university owned/affiliated housing properties during the academic year and summer. Our mission is to provide the campus community with homes that provide a foundation for the successful acclimation to their academic UC Berkeley experience, while meeting the departmental/divisional fiduciary expectations of high-level occupancy. Cal Rentals specifically assists its clientele to



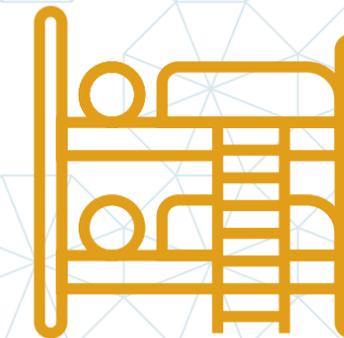
make informed choices concerning their living arrangements, and it also operates rental listing services for students, faculty, and staff. Cal Rentals serves as a bridge between the campus and the community at large, collaborating with the City of Berkeley housing officials and property owners.

750

BEDS ADDED FOR INCOMING FRESHMEN IN FALL 2018 WITH THE CREATION OF DAVID BLACKWELL HALL

96%

OCCUPANCY RATE IN ACADEMIC YEAR 2018-2019



66

BEDS ADDED FOR GRADUATE STUDENTS WITH THE ADDITION OF SHATTUCK STUDIOS, PANORAMIC RESIDENCES, AND GARDEN VILLAGE



WHAT OUR WORK MEANS TO THE CAMPUS

We offer students a home at UC Berkeley, which is an important — and exciting — part of their college experience. Our residence halls and single and family apartments offer convenience, academic support, a safe environment, staff, and programs to assist students in their development as a student and a leader.



housing.berkeley.edu
reshall@berkeley.edu
510.642.4108

Early Childhood Education Program

PROGRAM DESCRIPTION

ECEP teaches over 260 of Berkeley's youngest bears in a safe, nurturing environment that sparks curiosity and lifelong discovery. Developmentally appropriate activities support learning for children from 3 months to 6 years. Using several assessment/tracking tools developed at Berkeley and other top universities, ECEP monitors the interests and needs of each young child utilizing settings designed for young children along with the natural environment to encourage healthy social-emotional skills and a strong foundation for STEAM readiness.

OUTCOMES

ECEP supports the following outcomes:

- Supporting an inclusive campus that is family-responsive.
- Inspiring children's life-long love for inquiry, research, reflection, and action.
- Better understanding of social, psychological and learning capabilities of young children and best ways to encourage healthy development.
- Alignment with Gov. Gavin Newsom's initiatives of kindergarten readiness and education for all Californians under three years of age.

DATA COLLECTION METHODS

Enrollment packets have identifying information about children, their families, and home life. Parent survey completed in spring 2019.



WHAT WE DO

Across five centers and seventeen classrooms, ECEP supports and nurtures the healthy growth of UC Berkeley's youngest bears enabling their student, faculty, and staff parents to focus on their important studies and work. Using research-based best practices, teachers pay close attention to each child's unique needs and provide activities to encourage a life-long love of discovery in an inclusive and respectful environment. ECEP is especially critical to student-parent recruitment and retention through its subsidized tuition

 ece.berkeley.edu
ecep@berkeley.edu
510.642.1827



87%

PARENTS INDICATED THAT THEY ARE "VERY SATISFIED" WITH HOW THE PROGRAM PROMOTES THEIR CHILD'S LEARNING AND DEVELOPMENT

program in partnership with the California Department of Education. ECEP also provides fieldwork and practicum opportunities for students enrolled in several undergraduate and graduate university courses, and supports important academic research in early development and learning science. ECEP is collaborating with the Institute of Human Development on a successfully launched Early Development & Learning Science summer minor and a proposed new integrated major.

99%

CLASSROOM ENROLLMENT DURING 2018-2019 SCHOOL YEAR

29%

PERCENTAGE OF ENROLLED STUDENT FAMILIES WHO RECEIVE SUBSIDIZED TUITION



Facilities

PROGRAM DESCRIPTION

We provide maintenance and improvement of aging infrastructure that meets university and state regulations, ensuring the safety and comfort of our residents and campus community.

OUTCOMES

Response to routine, planned and deferred issues, as well as emergencies for Cal Housing, Cal Dining, Berkeley Events and Conferences, Residential Education, Cal 1 Card, and Early Childhood Education Program through maintenance and upkeep of 150 buildings and their grounds, as well as Recreational Sports' fitness and activity centers. Staffed seven days a week with on-call responsibilities 24-7, 365 days a year.

DATA COLLECTION METHODS

We utilize TMA for our work order system, which provides various reports on labor, parts, time, outside vendors, etc for us. Additionally, we have our own internal design-project tracking process and a scheduled/tracked, aggressive preventative maintenance program to help extend the life of our many aging system items (HVAC, electrical, plumbing, etc.) through planned work.



WHAT WE DO

We manage skilled crafts and maintenance repairs, custodial services, grounds maintenance, security/safety, design and capital project refresh, and property improvements for Residential Student Services Program (RSSP)'s student housing, child care, conference, catering, and dining services in 3 million square feet across 150 RSSP-owned buildings and surrounding areas. Additionally, we help oversee the various Recreation Sports facilities and provide maintenance support to University Health Services' Tang Center.



28

PROJECTS PLANNED FOR COMPLETION DURING SUMMER 2019

50,000+

ANNUAL WORK ORDERS



59

PROJECTS COMPLETED FROM JULY 2018-MARCH 2019 RANGING FROM THE INSTALLATION OF FIRE SUPPRESSION SYSTEMS TO THE IMPROVEMENT OF NEW FURNITURE, FLOORING, AND LIGHTING



WHAT OUR WORK MEANS TO THE CAMPUS

We serve as a key, critical piece to the way students experience campus as they spend more hours in their residential space than the classroom, library or other especially during their critical first year at Berkeley. Lifelong friendships, partnerships, and academic endeavors are created under our roofs.

Student Affairs Administration

PROGRAM DESCRIPTION

In 2018-2019, SAA completed an extensive classification and compensation review and established a policy and process for ensuring future salary equity within the division; undertook an intensive data and process cleanup effort in preparation for the system-wide transition to UCPATH; implemented automated process improvements resulting in a reduction of redundancies and reduced risk of error in multiple administrative operations; and successfully launched a robust Professional Development Program, including tools for both employees and their supervisors to build the division's capacities as a learning organization.

OUTCOMES

- Divisional oversight for systemwide migration to UCPATH including participation in campus steering committee, data cleanup, and change management.
- Partnered with Financial Aid and Scholarships Office (FASO) on improvements in the Work Study system to reduce data entry errors and improve user experience for students and employers.
- Professional Development Program launched including resource guides for employees and supervisors, and access to funding.

DATA COLLECTION METHODS

We use multiple sources and methods to acquire relevant data on projects. We utilize Google tools, Excel, LMS, Tableau Server, internal data warehouse, and more to further assess and analyze this data in order to make it accessible, relevant, and illuminating.



sa_administration@berkeley.edu



WHAT WE DO

Student Affairs Administration (SAA) supports the division's ability to make data-driven decisions, be a supportive learning environment, and maximize resources through a concerted focus on systems, process, and procedure using data analytics, process improvement, internal controls, and structured learning and development opportunities. SAA provides administrative, human resources, project management, analytical, strategic, organizational, and operational support through targeted projects, division-wide initiatives, and representation in campus organizations. We collaboratively create solutions



to increase staff engagement, reduce administrative redundancy, and enable teams to focus on their functional areas of expertise in order to maximize their support of students. We provide organizational consulting and training that improves skills, knowledge, effectiveness, and staff engagement; and strategically manage all Human Resources functions at the divisional level.

88

NUMBER OF APPLICATIONS SUBMITTED FOR FUNDING IN THE FIRST SIX MONTHS OF THE NEWLY LAUNCHED PROFESSIONAL DEVELOPMENT PROGRAM

609

NUMBER OF UNIQUE NONREPRESENTED STAFF POSITIONS INCLUDED IN THE ANALYSIS FOR CLASSIFICATION AND COMPENSATION EQUITY

1,600+

NUMBER OF DISCREPANCIES IDENTIFIED AND CORRECTED IN COMPARISON OF HUMAN CAPITAL MANAGEMENT (HCM) AND CALPLANNING DATA IN PREPARATION FOR UCPATH IMPLEMENTATION

“
It was such a delight to get to share good news with one of my team members. Thanks for making that happen!
”

MARI KNUTH-BOURACEE, DIRECTOR
PATH TO CARE CENTER; ON THE SA CLASSIFICATION AND COMPENSATION REVIEW PROJECT

WHAT OUR WORK MEANS TO THE CAMPUS

SAA focuses on investing in solutions that maximize efficiency, promote equity, and job satisfaction; and enable a culture of learning. We represent the division in campus-wide workgroups related to Human Resources, Learning & Development, data analytics, quality assurance, and internal controls, and project and portfolio management. We support administrative compliance aligned with policy and objectives.



Student Affairs Business Operations

PROGRAM DESCRIPTION

Through our pillars of Integrity, Consistency, and Efficiency, our organization’s goal is to support divisional units toward optimal operational processes and procedures, policy and process consistency (risk mitigation), and effective cross-collaboration — to ensure we are compliant in our practices, while reducing expenses for the division as a whole, and maximizing the time our frontline clients spend with students.

OUTCOMES

To be the leader of innovative and integrated customer-focused solutions for all operational needs.

- We analyzed and implemented lean process improvement techniques to reduce compensation and non-compensation division costs.
- We partnered with 41+ departments to provide core administrative services so they could spend more time providing direct services to students.
- We mitigated risk for all overseen administrative functions.

DATA COLLECTION METHODS

With a broad portfolio, we used multiple data collection methods. These included: General Ledger, Campus Deposit System (CDS), BearBuy, Check Tracking System (CTS), UBuy, Benefits Bank, Fusion, Enterprise Risk Management Information System (ERMIS), Perceptive Content, and Salesforce. Furthermore, we worked closely with the Controller’s Office and Financial Analysts to ensure validity of our data.



busops.berkeley.edu
busops@Berkeley.edu
510.643.5100



WHAT WE DO

Our mission is “We Serve those that Serve Students.” We embody this mission by partnering with departments to provide administrative services that benefit the division’s 41 departments, so they can spend their time in direct service to students. As the subject matter experts (SME), Business Operations oversees the following functions for the division: Purchasing (high and low value), Space, Accounts Payable, Accounts Receivable, Document Imaging & Mail Services, Event Management, Travel Management, Occupational Safety, Ergonomics, and Facility



Services (Administrative Buildings). Business Operations also serves as an internal bridge for Student Affairs units to Campus Shared Services (CSS), Controller’s Office, Central Supply Chain Management, Disbursements, Risk Services, Business Contracts & Brand Protection, Campus Legal Services, Central Human Resources, Office of the President, Physical Plant - Campus Services, Environmental Health & Safety, Parking and Transportation, Space and Capital Resources, Fleet Services, and Real Estate Services.

\$885,527

NONCOMPENSATION EXPENSE REDUCTIONS ACROSS THE DIVISION

129

YEAR-OVER-YEAR (YOY) REDUCTION OF CLAIMS THAT REQUIRED DAYS AWAY OR RESTRICTED WORK RELATED TO AN INJURY

102,280

ADMINISTRATIVE REQUESTS PROCESSED BY BUSINESS OPERATIONS FOR THE DIVISION OF STUDENT AFFAIRS, ALLOWING THE DIVISION TO FOCUS ON SUPPORTING OUR STUDENTS



WHAT OUR WORK MEANS TO THE CAMPUS

Higher education is changing constantly, and operating in the leanest environment is critical for us to build a sustainable financial model. As SMEs in our fields, with broad divisional oversight and sound data collection methods, we identify and infuse new thinking and techniques that are vital to reducing the inefficient processes and related operating issues.



Student Affairs Information Technologies

PROGRAM DESCRIPTION

SAIT continued to provide innovative technology solutions for Student Affairs, as well as direct support to students through our Student Technology Services program. We completed two semester cycles of project intake and prioritization, resulting in new services, as well as enhancements to existing systems that streamline, improve, and/or expand Student Affairs operations. Underlying our work is a focus on equity and inclusion and building our capacity as an innovative learning organization.

OUTCOMES

SAIT services to student and staff includes:

- Student IT Leadership program featured on national podcast
- Installed eSports Community Center
- Launched Comcast Xfinity IPTV in campus housing
- Expanded and improved student printing services
- Upgraded network firewalls protecting Student Affairs subnets
- Streamlined student roommate conflict resolution process via RoomPact System
- Extended CalCard web portal to allow UNEX & summer students to pay lost card fee online

DATA COLLECTION METHODS

SAIT used multiple data collection methods, including ServiceNow incident management reports, JIRA tickets, customer satisfaction surveys, student focus groups, exit surveys, and Student Affairs Project intake forms.



WHAT WE DO

Student Affairs Information Technologies (SAIT) provides technology leadership and support to the Division of Student Affairs, technical support, education, and hands-on learning and leadership opportunities for students.

Our services include: Student Helpdesk, Computing Lab, and Personal Device Support; Staff Desktop Support; Information Security; and Application Development & Operations. The SA Projects team provides project management support. Our deep knowledge and understanding of our students' and staff needs,



I appreciate how you have helped to foster a positive, supportive, and career development-focused environment... I'm sure a lot of students feel the same way that I do: happy, lucky, and thankful to have joined an organization like SAIT.

FORMER STUDENT LEAD, STUDENT TECHNOLOGY SERVICES DESKTOP ADMINISTRATION TEAM

coupled with our technical expertise and responsiveness, makes SAIT a trusted partner.

SAIT's nationally-recognized student IT leadership program allows us to

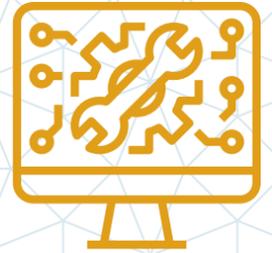
provide our services while training student employees and preparing them for professional roles after graduation.

WHAT OUR WORK MEANS TO THE CAMPUS

SAIT is the only campus IT department that focuses specifically on students. Our work advances the OneIT vision of providing the tools, data, and infrastructure the campus community needs to continue to grow as the world's greatest public research university, and the Student Affairs vision of preparing students as global citizens.

11,500

TECH SUPPORT REQUESTS FULFILLED



70

PART-TIME STUDENT EMPLOYEES WORKING IN SAIT

4,200

INDIVIDUAL STUDENTS SERVED BY STUDENT TECHNOLOGY SERVICES STUDENT HELP DESK

88%

PERCENT OF DIVISIONAL TECHNOLOGY PROJECTS COMPLETED WITHIN SCOPE AND ON TIME

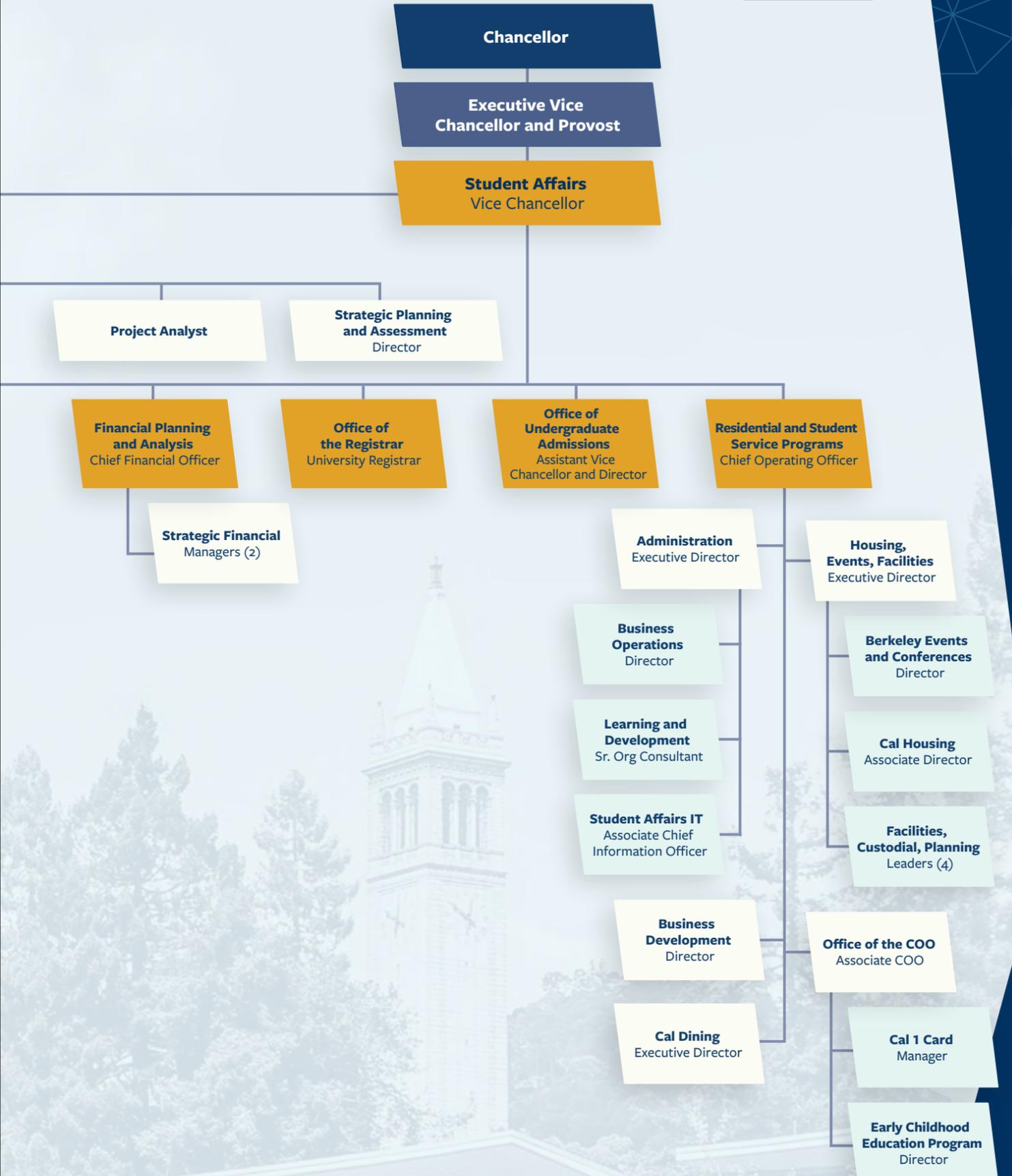
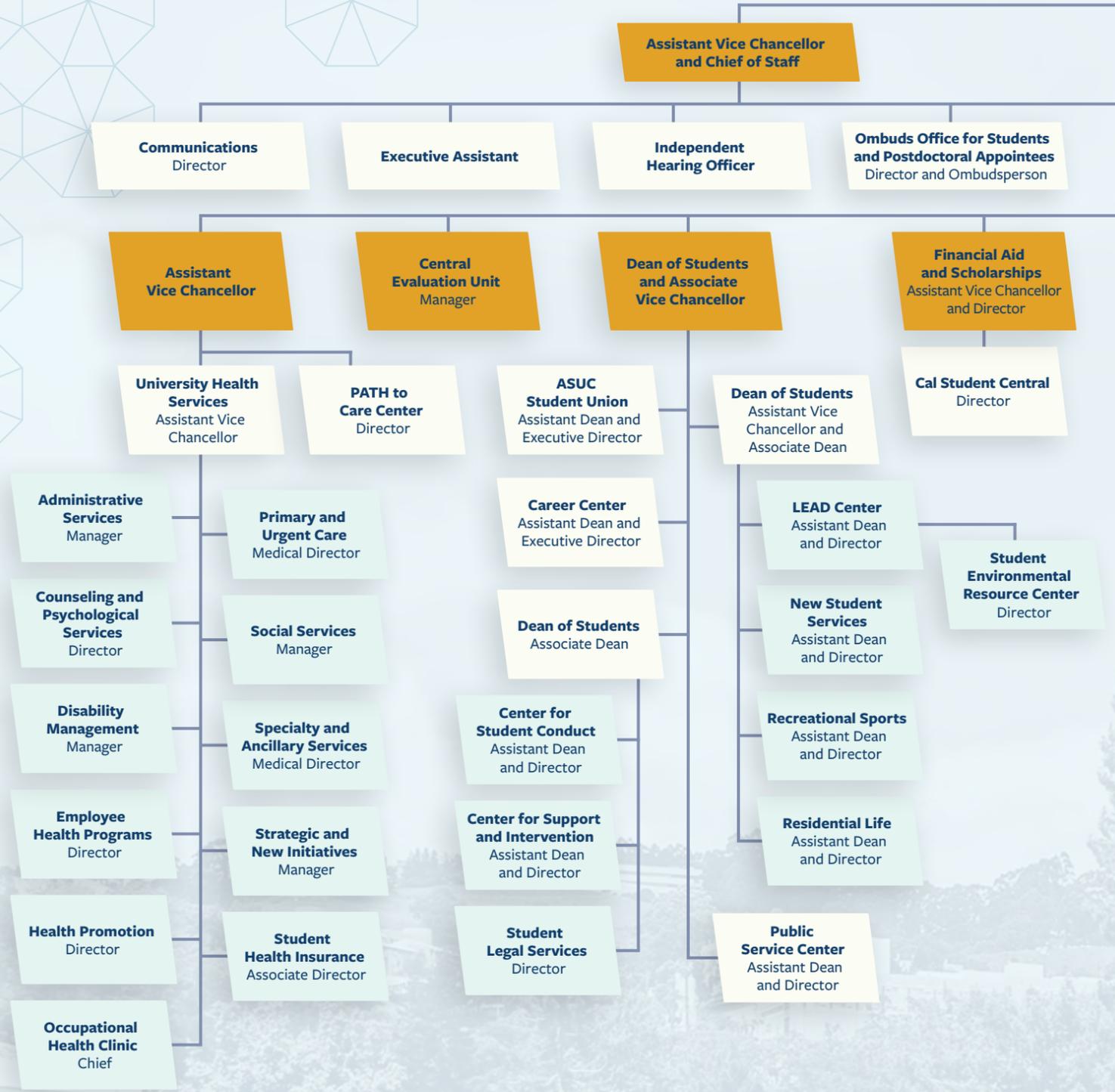


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Student Affairs Organizational Structure



Student Affairs Professional Standards

The following are some of the many resources that articulate the professional standards (knowledge, skills, behaviors) expected in fields within UC Berkeley's Student Affairs Division.

AAAHC | Accreditation Association of Ambulatory Health Care, Inc.

AAAHC focuses on ambulatory health care through a peer-based accreditation program, a consultative and educational survey process, and comprehensive and relevant standards that are nationally recognized.

ACHA | American College Health Association

ACHA serves as the principal leadership organization for advancing the health of college students and campus communities through advocacy, education, and research.

ACPA | College Student Educators International Association

ACPA supports and fosters college student learning through the generation and dissemination of knowledge, which informs policies, practices, and programs, for student affairs and student services professionals and the higher and tertiary education community.

ACUHO-I | Association of College and University Housing Officers - International

ACUHO-I demonstrates the positive impacts that campus housing and residence life have on student recruitment, retention, growth, and achievement.

ACUI

ACUI is primarily focused on the work of those within the college unions and student activities field and strives

to provide an inclusive, welcoming community for all those who choose to belong.

AORE | Association of Outdoor Recreation and Education

AORE is the premier organization dedicated to serving the needs of recreation and education professionals in nonprofit settings.

APA | American Psychological Association

APA is the leading scientific and professional organization representing psychology in the United States.

ARC | American Red Cross

The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

ASCA | Association for Student Conduct Administration

ASCA is the leading voice for student conduct in higher education. ASCA and its members are dedicated to upholding the integrity of the student conduct process, resulting in the ability to build safer educational communities and positively impact the higher education experience.

BOC | Board of Certification for Athletic Trainers

The BOC establishes both the standards for the practice of athletic training and the continuing education requirements for BOC Certified Athletic Trainers (ATs).

BRN | California Board of Registered Nursing (Nursing Practice Act)

The Nursing Practice Act is the body of California law that mandates the Board to set out the scope of practice and responsibilities for RNs. The NPA is located in the California Business and Professions Code starting with Section 2700.

CAS | Council for the Advancement of Standards in Higher Education

CAS promotes standards in student affairs, student services, and student development programs. CAS creates and delivers dynamic, credible standards, guidelines, and Self-Assessment Guides that are designed to lead a host of quality programs and services.

Case Management

This article, authored by UC Berkeley Division of Student Affairs staff, describes a clear connection between the functions in which student affairs professionals are trained and the work that is required for effective case management. Using the Student Affairs Professional Competencies as a framework, the authors identify the relevance of those areas and the role they play in case management.

Chapman Institute | Worksite Wellness

Chapman Institute's mission is to offer training products for professionals in the Worksite Wellness field that allow them to deliver world-class wellness programs and reach their own career goals.

California Board of Pharmacy (Laws)

The Board of Pharmacy protects and promotes the health and safety of Californians by pursuing the highest quality of pharmacist's care and the appropriate use of pharmaceuticals through education, communication, licensing, legislation, regulation, and enforcement.

COSUAA | Coalition of State University Aid Administrators

COSUAA provides a national forum on student aid issues and topics, shares ideas and assists member institutions in promoting and developing effective financial aid programs and practices, and promoting the professional preparation and effectiveness of our members.

CTA | California Teachers Association

CTA exists to protect and promote the well-being of its members; to improve the conditions of teaching and learning; to advance the cause of free, universal, and quality public education; to ensure that the human dignity and civil rights of all children and youth are protected; and to secure a more just, equitable, and democratic society.

EAPA | Employee Assistance Professionals Association

The International Employee Assistance Professionals Association (EAPA) is the world's largest, oldest, and most respected membership organization for employee assistance professionals,

establishing employee assistance competencies and providing certifications.

HELIC | Higher Education Loan Coalition

HELIC is dedicated to the continuous improvement and strengthening of the federal Direct Loan program.

HECMA | Higher Education Case Managers Association

HECMA seeks to provide case managers working in post-secondary institutions with a professional identity and the resources to advance recommended practices, knowledge and research in order to promote and enhance the well-being of campus communities.

IACS | The International Association for Counseling Services, Inc.

IACS is the accreditation association for university, four-year college, and two-year community college counseling services.

International Ombudsman Association

IOA works to promote the continuous development of the organizational ombuds profession through its standards of practice and code of ethics; support of communication and networking among ombuds; its strategic partnerships and communications with professionals sharing similar functions; and with government agencies and other organizations.

Medical Board of California

The Medical Board of California protects health care consumers through the proper licensing and regulation of physicians and surgeons and certain allied health care professionals and through the vigorous, objective

enforcement of the Medical Practice Act, and promotes access to quality medical care through the Board's licensing and regulatory functions.

NaBITA | National Behavioral Intervention Team Association

NaBITA is an organization for the support and professional development of behavioral intervention team members to make our campuses safer environments where development, education, and caring intervention are fostered and encouraged.

NACAC | National Association for College Admission Counseling

NACAC is an organization of nearly 16,000 professionals from around the world dedicated to serving students as they make choices about pursuing postsecondary education.

NACADA | National Academic Advising Association

NACADA promotes and supports quality academic advising in institutions of higher education to enhance the educational development of students.

NACE | National Association of Colleges and Employers

NACE is the leading source of information on the employment of the college educated, and forecasts hiring and trends in the job market; tracks starting salaries, recruiting and hiring practices, and student attitudes and outcomes; and identifies best practices and benchmarks.

NAEYC | National Association for the Education of Young Children

NAEYC is a professional membership organization

that works to promote high-quality early learning for all young children, birth through age eight, by connecting early childhood practice, policy, and research.

NASM | National Academy of Sports Medicine

NASM is a nonprofit fitness certification, education, and training provider with more than 100,000 members.

NASFAA | National Association of Student Financial Aid Administrators

NASFAA provides professional development and services for financial aid administrators; advocates for public policies that increase student access and success; serves as a forum on student financial aid issues; and is committed to diversity throughout all activities.

NASPA | National Association of Student Personnel Administrators

NASPA is the leading association for the advancement, health, and sustainability of the student affairs profession and serves as the principal source of leadership, scholarship, professional development, and advocacy for student affairs.

NATA | National Athletic Trainers Association

NATA's mission is to represent, engage and foster the continued growth and development of the athletic training profession. Learn more about becoming an athletic trainer.

NIRSA | Leaders in Collegiate Recreation

NIRSA comprises and supports leaders in collegiate recreation and supports members' learning and growth by fostering lifelong habits of wellbeing.

NODA | Association for Orientation, Transition, and Retention in Higher Education

The mission of NODA is to provide education, leadership, and professional development in the field of college student orientation, transition, and retention.

NWI | National Wellness Institute

NWI is a leader in providing professional development and engagement opportunities, offering participants the knowledge, skills, and tools to assist them in creating and sustaining a culture of wellness within an organization.

State Bar of California

The California Rules of Professional Conduct are intended to regulate professional conduct of attorneys licensed by the State Bar through discipline.

USLAWR | University Student Legal Services Association - Western Region

USLAWR is a nonprofit professional association of legal service providers on campuses of higher education committed to providing outstanding legal educational opportunities and resources to its member schools.

WELCOA | Wellness Council of America

WELCOA is one of the nation's most-respected resources for building high-performing, healthy workplaces.





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