

2017-18 IMPACT REPORT

STUDENT AFFAIRS



LETTER FROM THE

VICE CHANCELLOR

FOR STUDENT AFFAIRS



UC Berkeley Student Affairs Impact Report, 2017–18

Welcome to the 2017–18 Student Affairs Impact Report. This comprehensive report is designed to show both the breadth and depth of the innovative programs, unique services, and proactive interventions offered by the division. Our division has well-trained, committed staff who work tirelessly to improve the Berkeley student experience, and this report displays that dedication through the quantitative and qualitative measures that capture our intended outcomes. The assessment measures and diverse metrics in this report range from simple user data, to performance on learning outcomes as recorded in our survey research, to recent trends in emerging student issues. Taken together, we believe this report paints a vivid story of what it is like to be a student at UC Berkeley and how our division is working to positively impact that experience.

As a division, we are steadfast in our desire to provide conditions that allow each student to flourish. Consequently, this report is intended not only to show how our collective team impacts the lives of students, but also to provide a basis on which to improve our work — it is a tool to be used in both strategic and operational ways.

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

Stephen C. Sutton, Ed.D.

Vice Chancellor
for Student Affairs

STUDENT DEVELOPMENT

THEORY

Using academic research to inform student affairs programs

One of the tools that student affairs professionals use to do their work 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. Student development theory gives 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 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 how their intersection of identities emerge. Student development theory also helps to explain how the environment interacts with the person 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.



TRENDS

CO-CURRICULAR ACTIVITIES

Nurturing the next generation of leaders

Co-Curricular activities guide students in finding value and connection throughout their academic and social journey at Berkeley. It is imperative to provide opportunities to enable students to embrace new and evolving challenges in today's society. Students and their families place a high value on the quality of the educational experience and equally important how their education links to a successful career. Among other issues, students are facing more student debt than previous generations, higher housing prices, and a divisive political culture. Students have been increasingly expecting their universities to provide more than just a world-class education, but also the skills needed to launch a successful career and navigate a complex world.

Student Affairs enhances learning and strengthens the educational experience of Berkeley students by providing leadership, services, and opportunities — rooted in student development theory — that enable students to build their leadership, service, and career skills so they can contribute to a diverse and global society.

Through counseling and programs at the Career Center, students are able to identify the kinds of careers that suit them, enhance their competitiveness in the marketplace, and make connections with employers and alumni that advance their job search.

Through service projects with the Public Service Center, students work with communities and organizations around the country to build leadership skills, find their passion, purpose, and agency, all while creating a more just and equitable world.

Through student government, student-run organizations, art and design education, leadership programs, and trainings, supported by the ASUC Student Union and the LEAD Center, students develop skills to lead, serve the community, and live a balanced life.

TRENDS

BASIC NEEDS

Addressing food and housing insecurity to support students

In Student Affairs, we know that affordable housing and food are critical to student well-being. However, a steep increase in housing costs in the Bay Area has resulted in an increasing number of students experiencing housing and food insecurity over the past several years. The UC Undergraduate Experience Survey has revealed a consistent increase in food insecurity, with 23% of undergraduates systemwide reporting skipping a meal “somewhat” to “very often” to save money in 2016. In Berkeley, the cost of housing is pricing some students out of the housing market.

Student Affairs, working in partnership with Equity and Inclusion, is ensuring that students are able to meet their basic needs through a number of programs that enable students to finance the full cost of their education, including tuition and living expenses. This year, through lease agreements and by building a new residence hall, which opened fall 2018, Residential and Student Service Programs is able to provide 1,100 more beds.

Campus resources are also available to assist with housing and food year-round, including urgent, short-term, and long-term needs. Special programs, through the Financial Aid and Scholarships Office, Cal Dining, Housing, the Center for Support and Intervention, Student Legal Services, Cal Rentals, and other offices, provide students with emergency funds, housing during in-semester breaks, meal assistance, student advocacy and support, legal assistance for landlord disputes, one-on-one financial aid guidance, and long-term financial wellness resources. In 2017–18, more than \$700 million was awarded in financial aid to support students. Furthermore, RSSP’s Cal Dining and Cal Housing program donates approximately \$200,000 in the form of funds, goods, and labor in support of Basic Needs. This includes assistance in managing delivery and purchasing of goods for the UC Berkeley Food Pantry and Bear Pantry, which provide emergency nonperishable food to UC Berkeley students in need.

TRENDS

STUDENT WELLNESS

Meeting students where they are to support well-being

Student health and wellness is our utmost concern. Students report that their number one health concern is stress and mental health. Counseling and Psychological Services (CAPS) reported an 18% increase in students seeking CAPS services in the fall of 2017 (compared to fall of 2016) and a 40% increase in counseling utilization from 2012-17. The most common reasons students seek counseling are anxiety and depression.

Student Affairs takes a holistic approach to student health and has taken the following steps to address student needs.

The units within the Dean of Students Office provide numerous services to both proactively support overall student well-being and to serve students in crisis. Support services include: a variety of activities and student groups within the ASUC Student Union; Bears That Care bystander intervention training; Students of Concern Committee, Student Legal Services; the Violence Prevention Collaborative; and a central web portal for wellness resources.

University Health Services (UHS) has increased resources to student mental health, including introducing six Behavioral Health Providers into primary care, to provide holistic care in a medical setting. UHS also provides sexual violence training, prevention, and response.

UHS also made it easier for students to seek help by establishing ten satellite locations throughout campus, including the residence halls.

A new student Wellness Fee, voted by students and administered by Student Affairs, funds an array of services including Urgent Care, now open on Sundays; a PATH to Care Center advocate; a universal locker room in the Recreational Sports Facility; more exercise and fitness space where students gather; and many community-based wellness activities for underserved students.

TRENDS

FREE SPEECH

Supporting students, balancing competing values

Today's students have divergent views about the concept of free speech, attempting to reconcile what they see as competing values of free speech and inclusivity. The current generation of traditionally aged students grew up learning that bullying, harassment, and certain kinds of speech are unacceptable. An increasing number of students are willing to think about restrictions on free speech, especially what they consider to be hate speech, in favor of an equitable and inclusive campus climate.

Student Affairs, through the Dean of Students, LEAD Center, ASUC Student Union Event Services, Center for Support and Intervention, and in collaboration with Equity and Inclusion and other campus partners, is supporting students around free speech by:

- ▶ Educating students about what is and is not legally protected hate speech, through community groups, Chancellor's forums, and conversations with involved students, including those in Registered Student Organizations.
- ▶ Supporting a Peace Ambassador Program that has trained more than fifty faculty and staff in how to be effective liaisons between protesters and the administration.
- ▶ Providing volunteer staff observers during planned protests, to report impartially on the conduct of attendees, including students and police.
- ▶ Developing the Major Events Policy, with the Vice Chancellor for Student Affairs leading this effort.
- ▶ Participating with campus colleagues on the Chancellor's Commission on Free Speech.
- ▶ Supporting the Chancellor's efforts to welcome and provide security for provocative speakers while condemning hate speech, and providing students with resources on how to protest safely.

These practices have served as a model for other universities, which send representatives to Berkeley for observation and training.

HIGHLIGHTS 2017–2018

BUDGET IMPROVEMENT TARGET

Meeting the campus commitment to meet our budget improvement target

Student Affairs has been a strong partner to meet the campus commitment to resolve the overall structural budget deficit. We implemented divisional Quarterly Business Reviews (QBR), to review financial performance and budget development to ensure the division continues to meet established budget improvement targets. We closed FY17 successfully and met campus targets, are on track to meet a \$9 million improvement target in FY18, and submitted a FY19 budget on time and on target to meet an additional \$6 million-plus budget improvement target.

A key component of the division's financial strategy is to maximize partnership opportunities in order to bring new revenue into the division. Through the first six months of this effort, and projecting into the coming fiscal year, we have leveraged and grown existing partnerships with the University Partnerships Program (UPP), Golden Bear Orientation, and Caltopia. We have also initiated an exciting new eSports initiative that has already garnered strong corporate partnership and student engagement. In the first year of the eSports initiative, with a modest initial investment, we anticipate realizing new gross revenue of over \$400,000 for the division, with strong growth potential in future years.



HIGHLIGHTS 2017–2018

EXPANDED HOUSING

Making a Berkeley education affordable

The rising cost of housing in the Bay Area, and Berkeley in particular, is creating serious financial challenges for undergraduates, graduate and professional students, and postdoctoral appointees, pushing them further away from the campus in search of available and affordable housing. The well-being of our students is of paramount importance to the university, as is their ability to fully participate in campus life. In partnership with the Housing Master Plan Advisory Group and Capital Strategies, Student Affairs is expanding the housing pool to

ensure students have access to affordable housing. Over this past year, housing initiatives and expansions include:

- ▶ The building of David Blackwell Hall. The newest residence hall opened in fall 2018 and provides 750 more beds for incoming freshmen. The hall was completed on time and on budget.
- ▶ Master lease agreements signed this year that will expand housing inventory by more than 665 beds for undergraduate and graduate students by 2023. All units will be within walking or biking distance from campus or close to a BART station.
- ▶ Engaging Jones Lang and LaSalle to conduct market research through focus groups and a comprehensive housing survey, to inform our strategic planning process.
- ▶ Securing \$3 million from the Office of the President to be used for such initiatives as rooms for students experiencing homelessness and rent subsidies managed through the Financial Aid and Scholarships Office.



HIGHLIGHTS 2017–2018

EXTERNAL REVIEW

Implementing the student service review to enhance the student experience

In 2016, the campus initiated an external review to explore how to align UC Berkeley's mission and aspirations with our resources and organization. A committee of independent experts evaluated student-facing services and made more than 30 recommendations. Student Affairs has steadily implemented the recommendations.

In a related effort to improve the student experience, the campus also created the Central Evaluation Unit. This new unit was established to oversee and support the end-to-end process for evaluation of undergraduate academic progress toward degree completion by partnering with the professional schools and colleges, and has a dual reporting line to the Vice Chancellor for Student Affairs and the Council of Undergraduate Deans.



Notable accomplishments of the external review include:

- ▶ Implemented a dual report to the Chancellor and the Executive Vice Chancellor and Provost to further integrate Student Affairs with academic leadership.
- ▶ Conducted a comprehensive review of all classification and compensation policies and practices for consistency and all non-represented job descriptions for accuracy and fairness. Compensation review for equity to launch Summer 2018.
- ▶ Articulated specific learning outcomes, grounded in academic research, as goals for residential life programs, new student services, and many other student-facing departments.
- ▶ Created data analysis and internal controls and quality assurance to ensure consistency and accuracy in business processes. Instituted Quarterly Business Reviews and standardized reporting tools to instill more transparency and accountability. Revalidated and streamlined divisional assessment funding model to better understand current needs and risks. Developed 10-year plans for Housing and Dining and the ASUC Student Union to provide insight into longer-term needs and liabilities.
- ▶ University Health Services and Recreational Sports joined Student Affairs to better provide more seamless wellness services for students.
- ▶ Enhanced the graduate student experience by more deliberately tailoring services and messages to them. Will continue to collaborate with Graduate Division to take a more integrated approach.

HIGHLIGHTS 2017–2018

GOLDEN BEAR ORIENTATION

Providing the tools for social and academic success

Berkeley is committed to providing all students with the tools needed to thrive in college, academically, socially, emotionally, and culturally. Orientation empowers incoming undergraduates, by providing support and resources needed for a successful transition to Berkeley. The academic and social integration provided by orientation is critical for retention.

UC Berkeley's inaugural Golden Bear Orientation required two years of planning, additional financial resources, enhanced staffing models, and the involvement of

hundreds of campus partners and more than 500 volunteer orientation leaders. Due in part to the campus's commitment and focus on this new orientation model, the first Golden Bear Orientation proved to be an all-around success and surpassed many expectations. More than 9,100 new undergraduate students participated in the 8-day orientation immediately before the fall semester. Highlights of the orientation included Chancellor Christ presiding over her first Chancellor's New Student Convocation, a diversity and inclusion training for the entire incoming class, enhanced programming within the undergraduate professional schools and colleges, breaking a Guinness World Record, transfer students networking with alumni and employers throughout the Bay Area, and social activities that contributed to the formation of class culture and community.



VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

STUDENT AFFAIRS ADMINISTRATION

Program Description

This year's important projects included: reviewing Compensation & Classification to determine consistency and equity of pay and job levels; creating a Tableau Server that provides reliable, real-time, and accurate data-informed dashboards; reviewing student work study program to identify opportunities for improvement; leading a team to uncover and report barriers to individual staff engagement; establishing periodic internal controls to ensure consistency and accuracy in our business processes; building a divisional professional development template with tools; implementing a structured automated position control process.

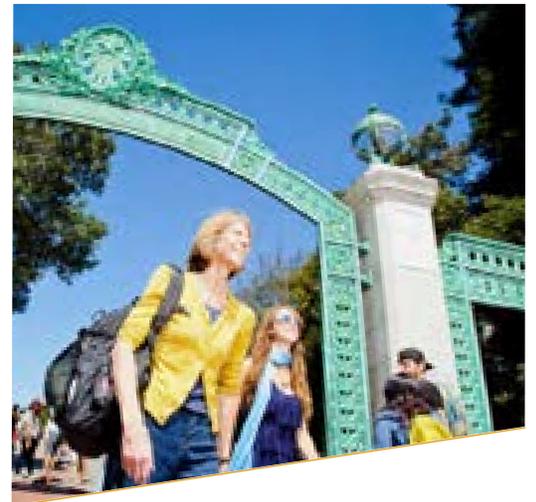
Data Collection Methods

We use multiple sources and methods to acquire relevant data on projects. We utilize Google tools, Excel, LMS, internal data warehouse, and more.

Outcomes

This year, our business outcomes included:

- ▶ Reviewing all job descriptions within the division, ensuring that positions are correctly updated, and compensations are equitable all-around.
- ▶ Centralizing and validating 40+ data streams across the division with 50+ dashboards, ensuring data integrity and valuable insight for quick and educated decisions.
- ▶ Processing work study program improvement to maximize funds, automate processes, correct errors, and reduce payroll expense transfers.



WHAT OUR WORK MEANS TO THE CAMPUS

With limited resources and continual change, there is a need among staff to experience trust and fairness, along with manageable workloads. Therefore, we focus our work on identifying and implementing ideas that maximize efficiency and return on investment (ROI), and invest in activities that are innovative, ensure equity, and promote job satisfaction.

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WHAT WE DO

The mission of Student Affairs Administration (SAA) is to anticipate the division's changing needs, proactively developing strategies and implementing solutions in a collaborative manner that fosters employee engagement and productivity, and allows staff to focus on supporting students. Through this lens, SAA provides administrative, human resources, project management, analytical, strategic, organizational, and operational support to the division through specific targeted projects, division-wide initiatives, and representation in various campus organizations. SAA ensures operational processes are accurate, consistent, and adhere to campus, systemwide, and divisional policies and practices across the division. We collaboratively create solutions that can increase staff engagement and enable them 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.



250

JOB DESCRIPTIONS REVIEWED,
REPRESENTING 750 STAFF, AND 118 STAFF
COMPLETED COMPENSATION TRAINING

50

TABLEAU DASHBOARDS CREATED AND MORE
THAN 40 DATA STREAMS VALIDATED

234

POSITION CONTROL REQUESTS REVIEWED

105

TRAINING AND CONSULTATION SESSIONS HELD

VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

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 front-line clients spend with students.

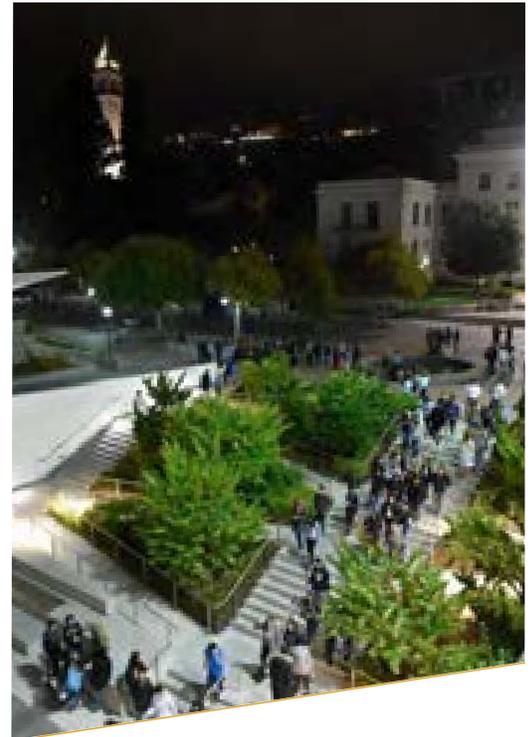
Data Collection Methods

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, and Salesforce. Furthermore, we worked closely with the Controller's Office and Financial Analysts to ensure validity of our data.

Outcomes

We support the following learning outcomes and business goals.

- ▶ We analyzed and implemented lean process improvement techniques to reduce both compensation and non-compensation division costs.
- ▶ We partnered with the 44+ departments to provide core administrative services so they could spend more time providing direct services to students.
- ▶ We worked tirelessly with business partners and departments to ensure we mitigated risk for all overseen administrative functions.



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 complexity and related operating issues.

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 44+ 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.

\$617,770.46

YEAR TO DATE (YTD) NON-COMPENSATION EXPENSE REDUCTIONS ACROSS THE DIVISION — BY CAREFULLY FOCUSING ON AGILE PROCESS IMPROVEMENT WITH HARD DATA AS OUR BACKBONE TO ALL DECISION-MAKING, WE ARE ABLE TO TAKE QUICK AND WELL-RESEARCHED ACTIONS

\$61+ million

ESTIMATED DEPARTMENTAL AND SCHOLARSHIP CHECKS, EFT’S AND BANK WIRES DEPOSITED AND RECONCILED

1

PAYMENT CARD INDUSTRY DATA SECURITY STANDARDS ATTESTATION OF COMPLIANCE; SUCCESSFULLY PREPARED, LED, AND PASSED A 3RD PARTY AUDIT TO ENSURE OUR DIVISION MANAGES CREDIT CARD DATA SECURITY APPROPRIATELY FOR HUNDREDS OF THOUSANDS OF CREDIT CARD TRANSACTIONS ANNUALLY



VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

STUDENT AFFAIRS COMMUNICATIONS

Program Description

Student Affairs Communications supported departments to 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; donor emails and events were correlated with gifts; and social media garnered millions of impressions and thousands of live views.

Outcomes

We supported the following learning outcomes and business goals.

- ▶ We empowered students to discover information for themselves.
- ▶ We supported departments to communicate through the digital channels that students prefer, making communications more effective.
- ▶ 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: using web and social media analytics; evaluating the correlations between revenue generation and the timing of communications; and tracking communications tactics and channels. We further employed surveys and focus groups to evaluate the effectiveness of communications.



WHAT OUR WORK MEANS TO THE CAMPUS

We help build community by promoting orientation and residence hall programs; enhance the undergraduate experience by publicizing social engagement, academic support, and leadership opportunities; make progress on diversity by recruiting a diverse incoming class and raising funds for scholarships; and develop a new financial model for the university by marketing revenue opportunities.

sacommunications@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 and scholarships. We are a resource for the unit to educate and engage students, families, alumni, donors, and other stakeholders in support of student achievement.

19 million

PAGE VIEWS FOR WEBSITES; OUR CAREFULLY CONSTRUCTED WEBSITES ENABLED STUDENTS, ALUMNI, AND STAKEHOLDERS TO FIND INFORMATION, ENGAGE WITH THE UNIVERSITY, AND MAKE DECISIONS FOR THEMSELVES

488,311

MOBILE APP GUIDE SESSIONS FOR GOLDEN BEAR ORIENTATION; OUR MOBILE APP PROVIDED CRITICAL INFORMATION ABOUT THE UNIVERSITY AND THE ORIENTATION PROGRAM TO INCOMING STUDENTS THROUGH DIGITAL CHANNELS

\$7 million

IN PARTNERSHIP CONTRACTS; WE HELPED SECURE AND ANNOUNCE MULTIYEAR CORPORATE PARTNERSHIPS TO SUPPORT NEW REVENUE STREAMS AND PROVIDED EFFECTIVE MARKETING TO MUTUALLY BENEFIT PARTNERS AND UC BERKELEY STUDENTS



VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

STUDENT AFFAIRS

FINANCIAL PLANNING AND ANALYSIS

Program Description

Supporting the Student Affairs mission and the campus objective to resolve the overall structural budget deficit, the Finance team implemented Quarterly Business Reviews (QBR) to review financial performance and the budget development process to ensure the division continues to meet established budget improvement targets. Finance also developed standardized, authoritative tools for financial reporting across the division. Finance focused on building professional competence and partnering with campus partners to strengthen financial support to our division. In developing a new financial model, Finance ensured the highest priority division funding needs are recognized and supported.

Outcomes

Closed FY17 successfully and met campus budget targets, meeting a \$9 million improvement target in FY18, while building a solid plan to achieve \$6 million in improvements for FY19. Quarterly Business Reviews will ensure transparency and accountability for financial performance across the division. Improved reporting tools will ensure timely, consistent, accurate financial analysis products to serve our business partners' needs.

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.



WHAT OUR WORK MEANS TO THE CAMPUS

Strong financial management and stewardship in support of one of 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.

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safa3@lists.berkeley.edu
510-642-6230

WHAT WE DO

Student Affairs Finance 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. The Finance team is responsible for developing, implementing, and maturing a transparent, participative financial governance process within the Student Affairs Division. To achieve this end, 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 to be a valuable decision support asset. Our core work is to ensure accuracy in managing funding streams, review analysis of spending in key focus areas, establishment/enforcement of division funding priorities, and review/approval of annual division budget submissions.

\$9.1 million

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

44

PROVIDED FINANCIAL PLANNING AND ANALYSIS TO 44+ FUNCTIONAL DEPARTMENTS

2,000

PROVIDED STRATEGIC FINANCIAL ACCOUNTING FOR OVER 2,000 FUNDS

\$6.1 million

CONSTRUCTED A SOUND DIVISIONAL OPERATING BUDGET FOR FY18-19 WITH A \$6.1 MILLION BUDGET IMPROVEMENT TARGET



VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

STUDENT AFFAIRS

INFORMATION TECHNOLOGIES

Program Description

SAIT evaluated existing services and applications, seeking to improve processes and services that support departments within the division in achieving their goals, while also implementing transparent decision-making related to new IT project requests. SAIT also reviewed existing technology support options for students and improved the quality of technology support services available to all students.

Outcomes

SAIT improved services to staff and the students through:

- ▶ Implementation of IT Governance for project prioritization and establishment of recovery prioritization of division services
- ▶ Expansion of the Student Technology Services program to provide increased support for all students
- ▶ Improvement of disaster recovery and business continuity plan
- ▶ Review of technology portfolio and cost of ownership with Cross Impact Team
- ▶ Expansion of hours of operation at Student Technologies drop-in location at Moffitt Library



Data Collection Methods

SAIT used multiple data collection methods, including ServiceNow records, JIRA Reports, feedback from Student Affairs Cross Impact Team/Division partners, and HCM reports.

WHAT OUR WORK MEANS TO THE CAMPUS

SAIT provides technology services that enable the departments in the Division of Student Affairs to meet their mission of building community, enhancing diversity/inclusion, and ensuring students are provided the services to thrive at UC Berkeley.

SAIT
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saitservice@berkeley.edu
510-642-3648

Student Technology Services
studenttech.berkeley.edu
sts-help@berkeley.edu
510-642-HELP



WHAT WE DO

Student Affairs IT (SAIT) provides centralized IT services to students, faculty, and staff in departments within the Division of Student Affairs and across the UC Berkeley campus.

These services include Student/Staff Device Support, Application Development, Vendor Management, System/Network Administration, IT Governance, Security Service, and Portfolio Management.

“SAIT was an integral part of my UC Berkeley experience. I learned so much about leadership and working in a professional context. Keep being awesome :)”

— Former Student Lead,
SAIT Information Security team

12

NEW TECHNOLOGY PROJECT REQUESTS REVIEWED AND PROCESSED UTILIZING NEW PROJECT INTAKE PROCESS AND PRIORITIZATION RUBRIC

2,500

INDIVIDUAL STUDENTS SERVED BY STUDENT TECHNOLOGY SERVICES

7,000

SERVICENOW TICKETS PROCESSED



VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

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 impacting 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.

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 is collected through a voluntary survey given at the time of appointment. After the appointment, the Ombuds staff conduct a case review where issues, parties involved, and follow-up are identified and recorded. No identifiable information is recorded or retained.



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.

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. We offer a unique service 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.

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.

166

CASES IN 2016-17, AN 11% INCREASE FROM THE PREVIOUS YEAR

630+

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

42%

OF ALL CASES WERE BETWEEN STUDENTS AND FACULTY MEMBERS

40%+

MORE THAN 40% OF ALL STUDENT CASES REQUIRED FOLLOW-UP, INCLUDING ADDITIONAL MEETINGS, OUTREACH TO THIRD PARTIES, RESEARCH ON POLICIES, AND FACILITATED RESOLUTIONS

VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

PATH TO CARE CENTER

Program Description

In its third year of operation, the PATH to Care Center continued 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.

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.

Outcomes

- ▶ Promote prevention and a culture of respect to reduce incidents.
- ▶ Increase the skills of students, staff, and academics, to intervene effectively and respond to survivors with care.
- ▶ Support survivors via crisis intervention, advocacy, resources, and healing services.
- ▶ Support 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.



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, 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.

care.berkeley.edu
pathtocare@berkeley.edu
510-642-1988
24/7 Care Line: 510-643-2005

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 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.

70

MORE THAN 70 PREVENTION INITIATIVES REACHING OVER 20,000 STUDENTS AND 15,000 EMPLOYEES

300

MORE THAN 300 INDIVIDUALS ENGAGED IN ADVOCACY AND SUPPORT SERVICES

1st

SUCCESSFULLY LED IMPLEMENTATION OF COMPREHENSIVE CAMPUS-WIDE SURVEY ON SEXUAL VIOLENCE AND SEXUAL HARASSMENT, MYVOICE, THE FIRST SUCH SURVEY IN THE UC SYSTEM

\$300,000

LED UC BERKELEY TO RECEIVE ESTEEMED DEPARTMENT OF JUSTICE OFFICE ON VIOLENCE AGAINST WOMEN CAMPUS PROGRAM GRANT OF \$300,000



VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

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 exciting diversity, the scope of this department is wide and far-reaching.

Data Collection Methods

Rec Sports is committed to systematically collecting, analyzing, and delivering programs and services to improve and promote well-being 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.



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 the construction of our Universal Locker Room.
- ▶ We built and refined a sustainable financial model for Recreational Sports by streamlining services and highlighting efficiencies.

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.

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 well-being 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.

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.

“I was going through really bad depression for a while. Coming to the RSF, and lifting and exercising...helped me take out all the bad feelings that I had inside. It really was like a wellness center.”

— UC Berkeley student



\$14 million

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

2 million

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

\$1.1 million

IN ESTIMATED ANNUAL SAVINGS FOR WORKER'S COMPENSATION AND HEALTH CARE FOR FACULTY AND STAFF, BASED ON FACILITY USAGE

VICE CHANCELLOR'S IMMEDIATE OFFICE AND DIVISIONAL OFFICES

UNIVERSITY HEALTH SERVICES

WHAT WE DO

Program Description

UHS served over 64% of the student body and enrolled 21,000 students in the student health insurance plan. Eighty-five percent of students surveyed felt their visit helped prevent their health concern from becoming a barrier to academic performance. Ninety-five percent of employees surveyed said UHS programs impacted their sense of well-being. To respond to enrollment growth and increased demand, UHS expanded access to services through integrating new behavioral health activities into primary care and implementing new phone and fast-track appointments.

Outcomes

Highlights of 2017–18 outcomes span individual and community-based strategies:

- ▶ Secured approval of the Berkeley Food and Beverage Choices Policy to ensure accessibility of fresh foods and healthier alternatives to sugar-sweetened beverages.
- ▶ Integrated behavioral health services into primary care to provide a comprehensive and seamless experience that addresses body, mind, and emotions.
- ▶ Implemented UC-mandated tuberculosis and immunization requirement for entering students.
- ▶ Specializes in meeting the needs of students, faculty, and staff.
- ▶ Provides leadership to identify issues that impact the health of the campus and collaborates with campus and community partners on public health and community-based strategies.
- ▶ Promotes healthy personal choices and an environment that facilitates health and well-being.
- ▶ Provides expertise in health-related crisis planning and response to minimize disruption and support recovery for individuals and the campus.
- ▶ Protects the campus community by minimizing the impact of injury, illness, emotional distress, and financial risk through provision of insurance services.

WHAT OUR WORK MEANS TO THE CAMPUS

By providing health leadership, responsive healthcare, and organizational innovation, UHS fosters a campus culture that prioritizes well-being by using community-based strategies; provides a flexible healthcare delivery model that integrates advances in the medical, counseling, and public health fields; and builds an adaptive and sustainable organization that provides careful stewardship of university resources.

uhs.berkeley.edu
telltang@uhs.berkeley.edu
UHS Administration:
510-642-6621

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 also closely monitored for utilization, claims experience, and cost-saving opportunities. UHS conducts satisfaction surveys for health and counseling care and outreach activities.

118,000

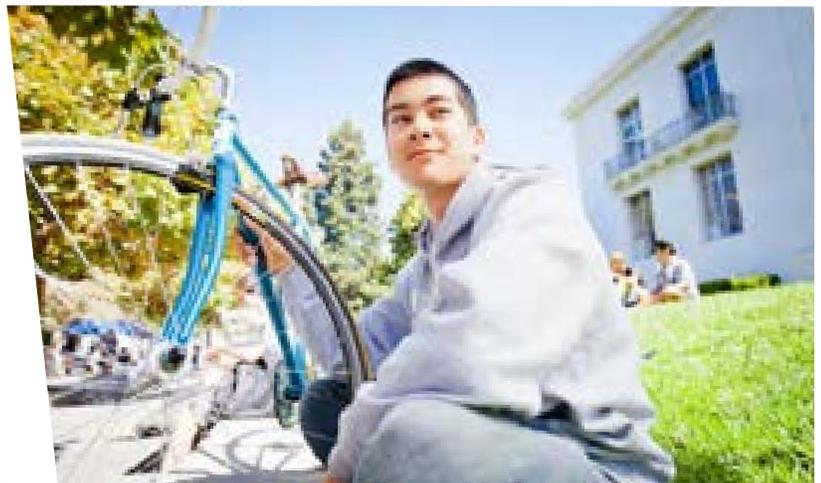
OVER 118,000 MEDICAL AND MENTAL HEALTH VISITS

12,000

DURING THE SIX MONTHS BETWEEN SEPTEMBER AND FEBRUARY, MORE THAN 12,000 STUDENTS WERE SCREENED FOR DEPRESSION AND ANXIETY IN PRIMARY CARE; 31% SCREENED POSITIVE

13,000

DURING 2017-18: SUCCESSFULLY LAUNCHED MANDATORY TUBERCULOSIS AND IMMUNIZATION PROGRAM TO OVER 13,000 INCOMING UNDERGRADUATE AND GRADUATE STUDENTS



ADMISSIONS AND ENROLLMENT

CAL STUDENT CENTRAL

Program Description

Cal Student Central provides frontline financial aid, billing, and Registrar-related advising, is the primary location for student refund check and transcript distribution, and serves as the primary student administrative service avenue.

Outcomes

Through its commitment to service and to transform the student administrative experience, Cal Student Central has successfully implemented a virtual queuing system, creating a way to capture and share student advising information through Salesforce. We have worked with traditional partners as well as with other key student-serving offices to streamline and enhance the student administrative experience.

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) is built on four operating principles: courtesy and respect, communication, efficiency, and accountability. With three service avenues: in-person, phone, and online, CSC ensures students understand the administrative ramifications of their academic decisions. CSC is invested in informing and empowering students, alumni, and all the constituents the unit serves. Cal Student Central provides one central location with service-oriented, cross-trained professionals, who work to resolve issues without needing to refer students elsewhere. In cases where additional time is needed to research a situation or a student needs to meet with a partner office, Cal Student Central tracks the progress of the student's issue from initial inquiry to final resolution. We serve as ambassadors to the campus community and as a key student liaison role, as we are the primary unit students come to report and resolve administrative issues.

WHAT OUR WORK MEANS TO THE CAMPUS

CSC is the only avenue into the campus for students, alumni, and approved delegates. The unit has the important role of serving as the student voice, articulating student concerns, and of seeking collaborative resolution with other campus partners, including academic and non-academic units. Cal Student Central's mission closely aligns with the Chancellor's commitment to enhancing the student experience.

studentcentral.berkeley.edu
120 Sproul Hall
510-664-9181



30,000

*IN-PERSON ADVISING SESSIONS SINCE INCEPTION
IN ACADEMIC YEAR AUGUST 2017*

33,731

*SALESFORCE TICKETS CLOSED AND AN
AVERAGE OF 200 CALLS PER DAY ANSWERED
SINCE AUGUST 2017*

85-90%

*STUDENT SATISFACTION AND RESOLUTION
RATES, AS MEASURED BY THE STUDENT
SATISFACTION SURVEY*

ADMISSIONS AND ENROLLMENT

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, including scholarships, research stipends, and work-study.
- ▶ Advocates on behalf of students at the campus, state, and federal level.
- ▶ Recruits, retains, and graduates students, paving the way for success.
- ▶ Creates 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 pay no tuition.
- ▶ 40 percent of Berkeley undergraduates receive grants and scholarships and pay nothing for tuition.
- ▶ Some of the most sought-after students in the world are recruited through the Fiat Lux and Regents' and Chancellor's Scholarship programs.
- ▶ Prospective students can estimate financial aid eligibility through Cal-culator tool.

WHAT WE DO

A Berkeley education changes lives. The Financial Aid and Scholarships Office (FASO) helps make dreams come true by providing students access to an excellent education, rewarding and recognizing scholarships, and providing critical financial literacy. Under the auspices of two Academic Senate committees, FASO formulates campus financial aid and scholarship policy and fund utilization strategies to ensure access, affordability, and compliance. FASO also supports other strategic university goals such as financial wellness, the recruitment of targeted students, fundraising, discovery experiences, work opportunities, and donor stewardship and cultivation. FASO has ultimate campus responsibility for accurate, efficient, and timely delivery of student aid in compliance with federal, state, university, and donor regulations.

WHAT OUR WORK MEANS TO THE CAMPUS

We build a community of diverse scholars from a wide range of economic backgrounds, enhance the undergraduate experience through funding that supports basic needs and discovery experiences, and support financial sustainability through careful stewardship of federal, state, and institutional dollars.

financialaid.berkeley.edu
510-664-9181

Data Collection Methods

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

\$700 million

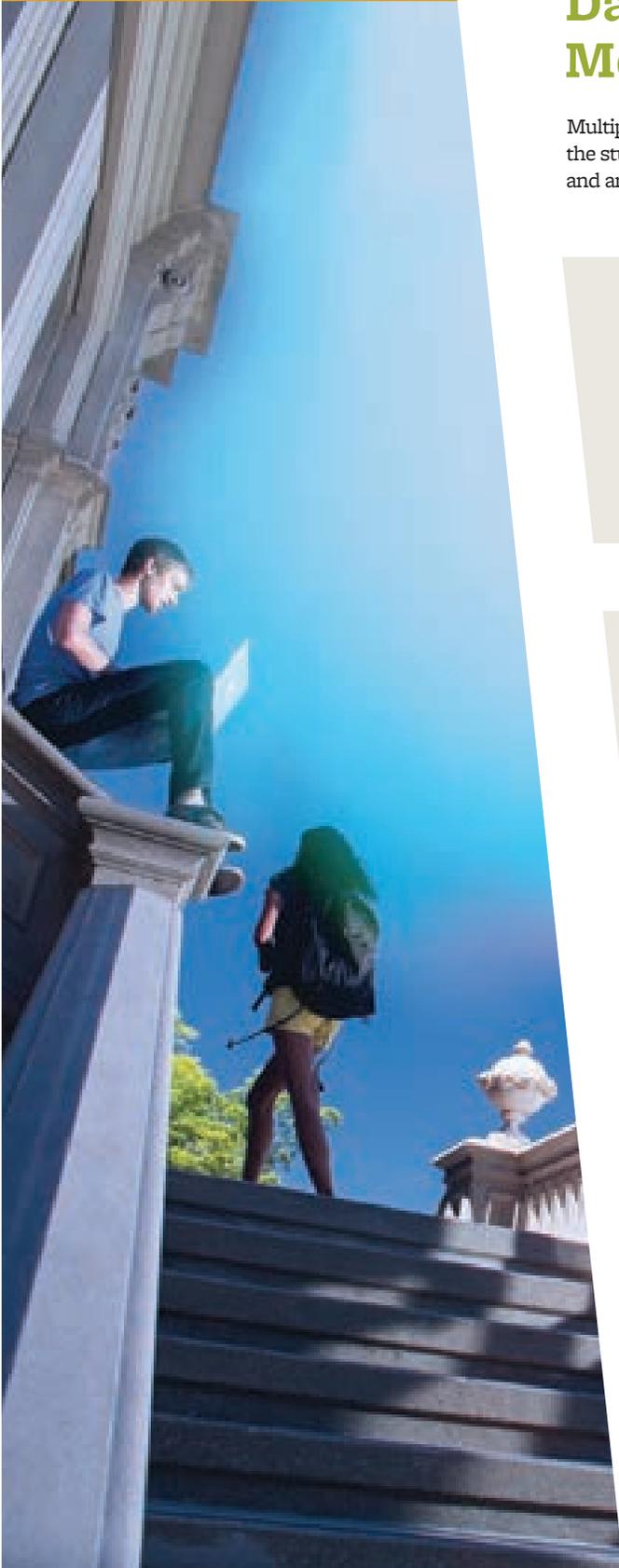
OVER \$700 MILLION DOLLARS AWARDED IN FINANCIAL AID ANNUALLY, INCLUDING \$42 MILLION IN PRIVATELY FUNDED UNDERGRADUATE SCHOLARSHIPS

65%

MORE THAN 65% OF BERKELEY UNDERGRADUATE STUDENTS RECEIVE AID

63%

OF UNDERGRADUATES IN THE CLASS OF 2016 LEFT WITH NO LOAN DEBT. AMONG THOSE WHO DID BORROW, THE AVERAGE CUMULATIVE LOAN DEBT WAS \$18,789, BELOW THE NATIONAL AVERAGE



ADMISSIONS AND ENROLLMENT

OFFICE OF THE REGISTRAR

Program Description

The Office of the Registrar supports every registered student, as well as all the faculty and staff who interact with them. Specifically, we are responsible for:

- ▶ Class enrollment and registration
- ▶ Fee assessment
- ▶ Verifying registration and graduation
- ▶ Diplomas and transcripts
- ▶ Preservation and privacy of student records
- ▶ The Berkeley Academic Guide and Class Schedule
- ▶ Reservations for 200+ classrooms
- ▶ Determining residency for tuition purposes
- ▶ Assisting special populations such as US veterans and service members

Outcomes

- ▶ Improved the student enrollment-planning experience by providing students with new tools, including the ability to search for classes with open seats, view waitlist details, search by instructor, and link to cross-listed sections and textbooks.
- ▶ Increased reporting of deficient grades, helping college advisers identify potential at-risk students.
- ▶ Launched Suggested Classes on Twitter, promoting under-enrolled classes to students while mitigating workload on advisors. It represents 40% more classes than in previous version.

WHAT WE DO

The Office of the Registrar (OR) has primary responsibility for 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. OR directs its efforts at matching the university's outstanding students with our 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 also maintain mission-critical student records to support operations throughout the campus and to support official reporting and data for decision-making.

WHAT OUR WORK MEANS TO THE CAMPUS

We support teaching and learning by creating resources that help students find amazing faculty, classes, and degree programs, and explore their academic passions. We ensure the integrity of student records, facilitating compliance with academic and administrative policies, and managing classrooms. We enhance diversity through targeted programs such as building preferred names in our student system and administering AB 540 in our residency determinations.

registrar.berkeley.edu
egrades@berkeley.edu
Students: 510-664-9181
Faculty: 510-642-5042

“The Berkeley Guide has turned into a most useful and user friendly tool for all: students, staff, and instructors alike. The Guide has really changed the way students think of many [lesser known] courses in our university.”

—Professor Irina Paperno,
DEPARTMENT OF SLAVIC
LANGUAGES AND LITERATURES

Data Collection Methods

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

3.1 million

PAGE VIEWS OF THE BERKELEY CLASS SCHEDULE AND ACADEMIC GUIDE

75,000

ENROLLMENT AND DEGREE VERIFICATIONS

40,000

ONE-TIME CLASSROOM RESERVATIONS PER YEAR

55,003

UNIQUE STUDENTS ENROLLED IN 542,373 CLASSES FOR 1,184,755 UNITS



ADMISSIONS AND ENROLLMENT

OFFICE OF UNDERGRADUATE ADMISSIONS

Program Description

UA actively supports and works towards the following goals:

- ▶ We identify, recruit, admit, and enroll the best undergraduate students that encompasses the broad diversity of cultural, racial, geographic, and socio-economic 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.

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.

Outcomes

For the 2017–18 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.



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.

admissions.berkeley.edu
510-642-3175

WHAT WE DO

The Office of Undergraduate Admissions (OUA) is responsible for managing the campus-wide 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 socio-economic backgrounds characteristic of California, the nation, and the world.

85,057

FRESHMAN APPLICATIONS EVALUATED, WITH AN 18% ADMIT RATE AND A 42% YIELD RATE

18,609

TRANSFER APPLICATIONS EVALUATED, WITH A 26% ADMIT RATE AND A 63% YIELD RATE

15,600

CALLS ANSWERED ANNUALLY

6,810

VISITORS ATTENDED DAILY PRESENTATIONS



ASSOCIATE VICE CHANCELLOR AND DEAN OF STUDENTS

ASUC STUDENT UNION

Program Description

The ASUC Student Union, in partnership with student leaders, creates and maintains community-focused services and programs that provide opportunities for students to learn, grow, and live a balanced life. This includes:

- ▶ Supporting registered student organizations with advising and leadership programs
- ▶ Facilitating events for students and the community
- ▶ Operating businesses that are socially responsible, sustainable, and engaging
- ▶ Offering art and design education to build skills and explore creativity
- ▶ Fostering sustainability and environmental justice programs

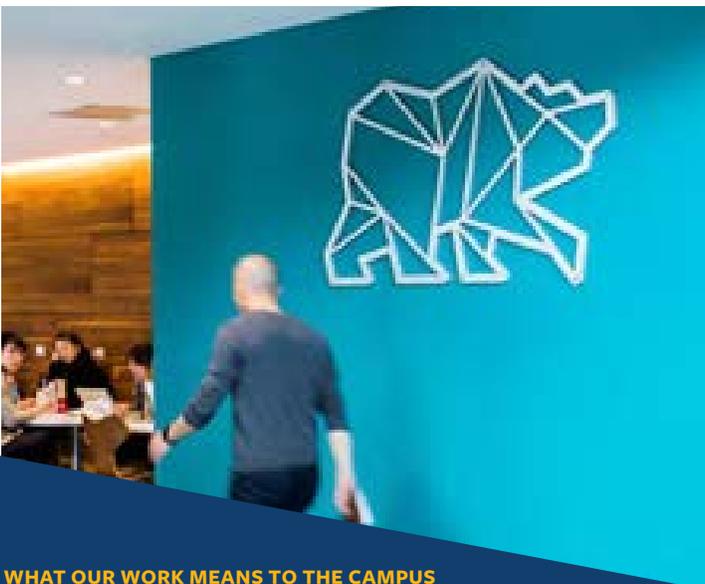
Outcomes

- ▶ Enhance student-centered learning by cultivating student leadership in 1,000+ organizations.
- ▶ Positively impact campus climate, diversity, and social justice through student government and organizations.
- ▶ Empower individuals, organizations, and campus communities to enhance the co-curricular experience.
- ▶ Revenue generated through student union businesses (\$3,819,472), along with student fees, contributes to supporting student leadership programs and a wide array of student organizations that enhance and enliven the Berkeley campus.

Data Collection Methods

Our data collection spans all of our programs and includes:

- ▶ Long-form data collection surveys: our two large-scale surveys this year include Dining Survey and Retail Services Survey.
- ▶ Short-form, client satisfaction questionnaires sent to each registrant of the Art Studio, Event Services, and LEAD Center registered student organizations.
- ▶ Website, Google, and social media analytics.
- ▶ Data collection from various registration databases, including CalLink (the Student Organization database), EMS (Event Management Software), Active (Camps & Classes registration software).



WHAT OUR WORK MEANS TO THE CAMPUS

We provide a diversity of services to campus that support our students. 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 our organization.

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

WHAT WE DO

We cultivate community at Cal so students can confidently pursue their dreams! This includes student organization advising, leadership programs, sorority and fraternity advising, student events, a debate team, an environmental resource center, a craft center, a full-service events planning team, a student store, and a range of dining options.



5,500+

STUDENT LEADERS TRAINED THROUGH LEAD CENTER SIGNATORY TRAINING

9,531

SPACES BOOKED AND 8,012 EVENTS PLANNED AND EXECUTED BY THE STUDENT UNION EVENT SERVICES TEAM

1,723

ART CLASSES TAUGHT IN CERAMICS, DRAWING, GRAPHIC DESIGN PAINTING, PHOTOGRAPHY, AND SCREEN PRINTING

ASSOCIATE VICE CHANCELLOR AND DEAN OF STUDENTS

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 like individual and group counseling; 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 graduating class indicates that six months after graduation approximately 55% secure employment, 18% attend graduate and professional school, 18% are still seeking employment, and 8% pursue other endeavors.

Data Collection Methods

A variety of targeted surveys are utilized to better understand the needs, expectations, and feedback from students.

WHAT WE DO

We prepare undergraduates, graduate students, and alumni to make informed decisions about their futures by providing comprehensive resources, programs, and counseling on career development, internships, employment, and graduate school.



WHAT OUR WORK MEANS TO THE CAMPUS

Nationwide the demand among students and their families for career services has dramatically increased during the past ten years. Today's students are seeking a both an outstanding educational experience combined with the tools to launch a successful career. Every study of undergraduate and graduate students has revealed the tremendous demand among students to gain career clarity, career competitiveness, and career connection during their years at Berkeley.

career.berkeley.edu
career.berkeley.edu/Contact
CareerCenter
510-642-1716



92%

OF UNDERGRADUATE AND GRADUATE STUDENTS WHO WERE COUNSELED BY CAREER CENTER STAFF, 92% WOULD RECOMMEND THE SERVICE TO A FRIEND

70,000

A STATE OF THE ART, COMPREHENSIVE CAREER PORTAL, HANDSHAKE, RESULTED IN MORE THAN 30,000 STUDENTS ENROLLED, AND EMPLOYERS POSTING APPROXIMATELY 70,000 EMPLOYMENT OPPORTUNITIES

1,390

THE CAREER CONNECTION PROGRAM, WHICH PROVIDES INFORMAL GATHERINGS FOR STUDENTS AND ALUMNI TO INTERACT, FOCUSED ON 18 SPECIFIC CAREER FIELDS, AND RESULTED IN 233 PROFESSIONALS ADVISING 1,390 STUDENTS

ASSOCIATE VICE CHANCELLOR AND DEAN OF STUDENTS

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 include:

- ▶ The student will be able to articulate their responsibilities as a member of the campus community.
- ▶ The student will be able to articulate how their decisions, behaviors and/or actions impacted themselves and/or others.
- ▶ The student will be able to articulate how they have repaired the harm(s) created as a result of their behavior.

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 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. The guiding principles of the office are rooted in restorative practices with the goals of creating a space for students to engage in dialogue and reflect regarding their decision-making and the impact of their decisions on both themselves and others, and develop methods for how they may be able to best repair harm, if any, as a result of their behavior.

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 ultimately strive to help create a sense of community and mutual respect, while providing opportunities for students to learn about resources and tools to assist in their personal growth and development at UC Berkeley.

sa.berkeley.edu/conduct
studentconduct@berkeley.edu
510-643-9069

2.20%

COMBINED TWO ACADEMIC YEARS STUDENT RECIDIVISM RATE FROM JULY 1, 2016-APRIL 6, 2018, WITH A RECIDIVISM RATE OF 1.67% FOR JULY 1, 2017-APRIL 6, 2018 AND 2.28% FOR JULY 1, 2016-JUNE 30, 2017

99%

OF THE TIME IN 2016-17, AND 97% OF THE TIME IN JULY 1, 2017-APRIL 6, 2018, STUDENTS MUTUALLY RESOLVED THEIR CASES WITH A STAFF MEMBER IN THE CENTER FOR STUDENT CONDUCT, MEANING STUDENTS WILLINGLY AGREE TO AND ASSIST IN THE DEVELOPMENT OF THEIR INDIVIDUALIZED RESOLUTION PLANS WHEN FOUND RESPONSIBLE FOR VIOLATING THE CODE OF STUDENT CONDUCT

“I did not realize that talking out loud about my problems could accomplish so much. I think this experience has taught me a lot in what I have to do for the future and what necessary actions I have to take in order to succeed.”

— UC Berkeley student



ASSOCIATE VICE CHANCELLOR AND DEAN OF STUDENTS

CENTER FOR SUPPORT AND INTERVENTION

Program Description

Our Violence and Harm Prevention work provides direct training to students and staff on bystander intervention strategies. Our Center for Support and Intervention team provides limited threat assessment, consultation, collaboration, and intervention with and for students, faculty, staff, and other campus and community colleagues in order to prevent students and the campus community from experiencing harm and violence.

Outcomes

- ▶ Provide training to students and staff on bystander intervention and develop and implement harm-prevention strategies for the campus.
- ▶ Assess and provide support to students experiencing or causing distress with the potential for harm or violence.
- ▶ Collaborate with campus colleagues on assessing harm and threat.
- ▶ Craft intervention strategies to mitigate harmful behavior and ensure the safety of the campus community.



Data Collection Methods

Data gathered continuously through the Advocate database and surveys of training participants.

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.

sa.berkeley.edu/csi
csi@berkeley.edu
510-664-4218

WHAT WE DO

Student Affairs Center for Support and Intervention addresses prevention and intervention for harm and violence on campus, and provides support to students experiencing or causing distress in the campus community.

- ▶ Concerns about students included 35% Mental Health/Stress; 28% Potential Threat to Self/Others; 22% Academic; 7% Target of Violence/Harm.



3,556

TRAINED 3,556 STUDENTS ON BYSTANDER INTERVENTION, WITH 87.1% REPORTING THAT THEY ARE MORE LIKELY TO INTERVENE TO PREVENT HARM

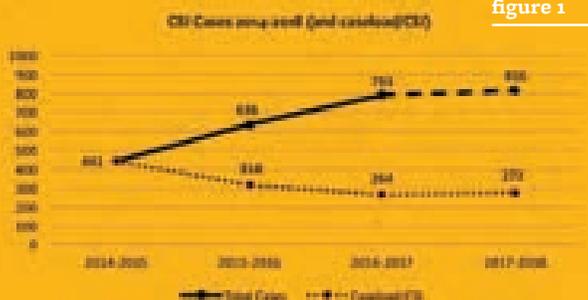
800+

MANAGED OVER 800 REPORTS OF CONCERN ABOUT STUDENTS FROM THE CAMPUS COMMUNITY

24%

IN ITS FIRST 5 YEARS, CSI MANAGED AN AVERAGE ANNUAL INCREASE OF 24% IN CASES (FIGURE 1)

figure 1



ASSOCIATE VICE CHANCELLOR AND DEAN OF STUDENTS

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 (partnership with OPA): Extensive survey distributed after GBO completion; 77% response rate.
- ▶ Golden Bear Advising Survey: Survey embedded within Golden Bear Prep to assess virtual advising experience; 87% response rate.
- ▶ Orientation Leader Survey; 58% response rate.
- ▶ Campus Partner Meetings & Focus Groups: Extensive followup meetings across campus with contributors. Focus groups hosted by Student Affairs Communications to assess new student communication.

WHAT OUR WORK MEANS TO THE CAMPUS

New Student Services 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.

orientation.berkeley.edu
nss@berkeley.edu
510-642-7733

WHAT WE DO

New Student Services 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. Beginning with the 2017-2018 incoming class, the method of welcoming new students changed from the 51-year-old CalSO summer model to the Golden Bear Experience online pre-arrival and in-person welcome week orientation model. The Golden Bear Experience consists of four components that guide students from the moment they accept their offer of admission to Berkeley through the first weeks of the semester: Golden Bear Advising, Golden Bear Prep, Golden Bear Orientation, and Getting Your Bearings.

New Student Services collaborates with over 100 campus departments to implement the Golden Bear Experience, including, but not limited to all departments within the Division of Student Affairs; all colleges, schools and academic programs; and the City of Berkeley.



90%

OF INCOMING STUDENTS BELIEVE THEY HAD A SMOOTH TRANSITION TO UC BERKELEY

82%

OF FIRST-YEARS AND 68% OF TRANSFERS WERE SOMEWHAT SATISFIED/SATISFIED/VERY SATISFIED WITH THE OVERALL GBO EXPERIENCE

93%

FEEL A SENSE OF BELONGING AT UC BERKELEY

ASSOCIATE VICE CHANCELLOR AND DEAN OF STUDENTS

PUBLIC SERVICE CENTER

Program Description

Our programs engage students through community service, K-8 mentoring, internships, and courses to support organizations in moving the needle in their issue areas 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-based learning into teaching and research.



Data Collection Methods

We use multiple sources and methods to acquire relevant data on projects. We utilize Google tools, Excel, LMS, internal data warehouse, and more.

Outcomes

Learning outcomes include:

- ▶ **Service:** Students gain an understanding of the root causes of pressing social challenges and how to work with others to address them.
- ▶ **Relationships:** Students learn how to form and maintain effective public service engagement groups.
- ▶ **Self:** Students discover their sense of self, purpose, and agency through collaborative public service.

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 in 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.

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.

4,739

STUDENT PARTICIPANTS

150

COMMUNITY ORGANIZATIONS

1,800

LOCAL K-8 STUDENTS ENGAGED IN OUR LITERACY, MATH, AND ARTS MENTORING PROGRAMS

100%

OF PSC LEADERS SAID THEIR PARTICIPATION IN THE PSC IN THE PAST YEAR IMPROVED THEIR ABILITY TO UNDERSTAND ROOT CAUSES OF PRESSING SOCIAL ISSUES, WORK WITH OTHERS TO ADDRESS PRESSING SOCIAL CHALLENGES, AND ARTICULATE THEIR BELIEFS, VALUES, AND IDENTITIES



ASSOCIATE VICE CHANCELLOR AND DEAN OF STUDENTS

STUDENT LEGAL SERVICES

Program Description

LS 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.
- ▶ 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 29.3%. 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 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 UREM and lower-income students, who often have less social capital than their peers — to improve the student experience, foster campus diversity, and support persistence.

sa.berkeley.edu/legal
510-664-7487

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, 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.

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

—UC Berkeley student

1,033

CLIENT CONSULTATIONS LAST YEAR; CASELOAD HAS INCREASED 9 CONSECUTIVE YEARS AT AN AVERAGE ANNUAL RATE OF 8.91%

34%–167%

UREM (UNDERREPRESENTED MINORITY), TRANSFER, AND PELL GRANT-ELIGIBLE STUDENTS CONSULT WITH SLS IN HIGHER PROPORTIONS THAN THEIR AVERAGE NUMBERS ON CAMPUS, AT RATES RANGING FROM 34% TO 167% HIGHER

77.8%

OF SLS CLIENTS AGREED OR STRONGLY AGREED THAT THE LEGAL ISSUE THEY BROUGHT TO SLS WAS DISTRACTING THEM FROM THEIR STUDIES; OF THESE, 89.5% SAID "YES" WHEN ASKED WHETHER SLS IMPROVED THEIR ABILITY TO STAY IN SCHOOL AND/OR TO FOCUS ON THEIR STUDIES



RESIDENTIAL AND STUDENT SERVICE PROGRAMS

BERKELEY EVENTS & CONFERENCES

Program Description

An area we're focusing on this year is EC's "Cal Catering ToGo" program. This program provides quick and easy delivery catering services for business meetings, conferences, and celebrations for both campus and external clients. Menu offerings include breakfast pastries, beverages, boxed lunches, snacks, and desserts, and reception platters. All orders and payment transactions are completed online, making it a simple and efficient process.

Outcomes

EC conducted the Cal Catering ToGo Feedback Survey to evaluate customers' experiences with the program. Specific areas of focus included:

- 1) Product packaging/presentation
- 2) Quality
- 3) Variety of menu offerings
- 4) Value
- 5) Likelihood of business referrals



Data Collection Methods

Data was collected through the Cal Catering ToGo Feedback Survey, administered to current customers who had placed an order with the program during the current fiscal year. A total of 60 respondents provided feedback to the survey, which we believe gave us enough information to work from as we move forward with refining our program.



WHAT OUR WORK MEANS TO THE CAMPUS

The survey results indicated an overall positive general impression of the ToGo program. To further build community and contribute to the campus' financial improvements, EC will strive to become the caterer of choice for campus customers to keep money internal to campus.

eventsandconferences
.berkeley.edu
meethere@berkeley.edu
510-642-4444

WHAT WE DO

Events & Conferences (EC) is a newly formed department that supports a variety of campus and external programs through summer conferences 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). 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.



76%

OVERALL SATISFACTION WITH THE TOGO PROGRAM IS HIGH: 76% INDICATED "VERY SATISFIED," WITH AN OVERALL RATING OF 3.87 OUT OF 5

78%

ONE OF THE MOST POSITIVE AREAS WAS LIKELIHOOD OF REFERRAL: 78% OF RESPONDENTS INDICATED THEY WOULD RECOMMEND TOGO PROGRAM TO OTHERS; OTHER HIGH RATINGS INCLUDED QUALITY OF PRODUCT (3.9) AND PACKAGING/PRESENTATION (3.72)

3.3

EC WILL FOCUS ON IMPROVING CUSTOMERS' PERCEIVED VALUE OF THE PRODUCT (3.3), AND VARIETY OF MENU OFFERINGS (3)

RESIDENTIAL AND STUDENT SERVICE PROGRAMS

CAL 1 CARD

Program Description

We successfully implemented a new printing and distribution process for Cal 1 Cards and Clipper Cards for 9,327 students during Move-In/Golden Bear Orientation 2017, which previously were distributed over multiple months. We are currently in the 3rd year of a successful 10-year partnership with the Bank of the West, a sponsorship providing annual operation funding for the program. We successfully implemented a new lost card fee program for faculty and staff to encourage greater card stewardship.

Data Collection Methods

We use multiple data collection methods. CS Gold reports card use, debit card activity, and new and lost cards produced. ServiceNow provides reports on support tickets.

Outcomes

Cal 1 Card contributes to the following operational and learning outcomes:

- ▶ Enhance and support the undergraduate and graduate experience on campus through facilitation of service provision and access to multiple on- and off-campus entities.
- ▶ Provision of card services to the entire campus community.
- ▶ Provision of CalNet Tier 1 Service Support to the entire campus community.
- ▶ Achieve a balanced budget through campus merchant program, and internal and external partnerships.



WHAT OUR WORK MEANS TO THE CAMPUS

Cal 1 Card enhances the student experience by providing the medium to access 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.

calicard.berkeley.edu
calicard@berkeley.edu
510-643-6839

WHAT WE DO

Cal 1 Card provides an efficient way to identify valid/active members of the UC Berkeley community and serves as an official campus identification card, provides access to facilities and services, and offers a debit card with a declining balance so that campus members do not have to carry money or credit cards. The program continues to evolve since its inception in 1996 to accommodate new technologies, integrate existing and new campus services more efficiently, and meet changing community expectations.



29,846

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

41,398

ELECTRONIC CLASS PASSES ISSUED ON STUDENT
CLIPPER CARDS

3,281

TIER 1 CALNET SUPPORT TICKETS CLOSED (DOES
NOT INCLUDE IN-PERSON AND PHONE SUPPORT)

RESIDENTIAL AND STUDENT SERVICE PROGRAMS

CAL DINING

Program Description

Cal Dining features a sustainability program. We also implemented an executive chef program, training internal employees to be successful leaders in Cal Dining. We implemented Electronic Balance Transfer (EBT). We have partnerships with Monterey Bay Aquarium, small farms and campus gardens, and the Humane Society.

Outcomes

Cal Dining operational outcomes include:

- ▶ Supporting food security in our student population
- ▶ Donating surplus to local food pantries
- ▶ Phasing in zero waste initiatives

Data Collection Methods

Cal Dining data collection methods includes analysis of Eatec, our food management system.



WHAT WE DO

At Cal Dining, we believe that “breaking bread together” is a unique aspect of dining on campus with friends, faculty, or staff. Our focus is on nourishing the Cal community, both for physical and social well-being, through customer-driven programs, culinary excellence, and campus social responsibility.

WHAT OUR WORK MEANS TO THE CAMPUS

Our service philosophy is centered around three key principles: 1) Flavor and Variety — providing great tasting food for every palate. 2) Health and Wellness — leading in “healthier-for-you” foods by transitioning to natural, organic, and trans-fat free food products. 3) Social Responsibility — continually striving to minimize our environmental footprint.

caldining.berkeley.edu
dining@berkeley.edu
510-643-8323



28%

*PERCENTAGE OF SUSTAINABLE FOOD SERVED
BY CAL DINING*

4

*CERTIFIED-GREEN DINING HALLS, AS WE
PROGRESS TOWARDS THE 2020
SUSTAINABILITY GOAL*



RESIDENTIAL AND STUDENT SERVICE PROGRAMS

CAL HOUSING

WHAT WE DO

Program Description

Cal Housing received 10,914 housing applications; implemented a family housing renewal process to align with Campus Solutions' academic term-based system; and implemented a renter's insurance program from a UC-approved vendor for Single Student Graduate Apartments and Family Student Housing Operations.

Outcomes

Cal Housing supported the following operational outcomes:

- ▶ Housing 7,905 students and 903 family apartment units.
- ▶ Revamped fall Move-In process to one-day event to support Golden Bear Orientation.
- ▶ Increased 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.

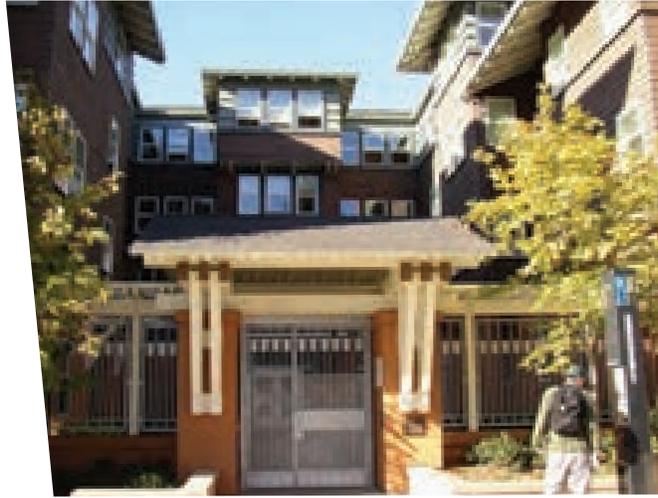
Cal Housing is responsible for all applications, assignments, contracts and billing for both single student as well as family university-owned/affiliated housing properties during the academic year and summer. Our mission is to provide the campus community with homes that provide a foundation for the 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.



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 students and leaders.

reslife.berkeley.edu
resed@berkeley.edu
510-642-3280



99%

AVERAGE OCCUPANCY RATE

1 day

*ONE-DAY MOVE-IN FOR SINGLE STUDENT
UNDERGRADUATE RESIDENTS*



RESIDENTIAL AND STUDENT SERVICE PROGRAMS

EARLY CHILDHOOD EDUCATION PROGRAM

Program Description

- ▶ 99.6% classroom enrollment FY17–18.
- ▶ ECEP is on track to a balanced budget in FY18.
- ▶ ECEP completed a multi-year partnership with an international partner to develop a more age-appropriate approach to early childhood education in Peru. We contributed by holding extensive training programs both at Berkeley and in Lima, Peru, resulting in professional development opportunities for ECEP and additional program funding.



Outcomes

We support the following outcomes:

- ▶ Families and educators will see and unlock the unique potential of each child.
- ▶ Enrolled children will have their natural curiosity supported, inspiring a life-long love for inquiry, research, reflection, and action.
- ▶ Scholars and practitioners of early education will better understand the social, psychological, and intellectual capabilities of young children and ways that best encourage healthy development.

Data Collection Methods

Enrollment packets have identifying information about the children, their families, and their home life. Alameda County ECE professional assessed all classrooms to provide baseline pilot score.



WHAT OUR WORK MEANS TO THE CAMPUS

While ECEP supports recruiting and retention for all campus groups (including faculty), many student parents are first-generation college students from varied backgrounds with competitive offers from other campuses who end up choosing Berkeley because of ECEP support. Thirty-eight percent of ECEP families are made up of undergraduate or graduate students.

ece.berkeley.edu
ecep@berkeley.edu
510-642-1827

WHAT WE DO

ECEP operates five centers providing services for infants to preschoolers of student, faculty, and staff families, while also supporting academic research for advances in early development and learning science and providing field work/practicum opportunities for students enrolled in several undergraduate and graduate university courses. ECEP provides critical recruiting and retention support especially for UC Berkeley student families, the majority of whom receive subsidized child care tuition to provide them the peace of mind of having their young children nearby in a safe and nurturing educational environment while they pursue their own rigorous studies.

30%

PERCENTAGE OF ENROLLED FAMILIES WHO ARE SUBSIDIZED (NEED ELIGIBLE) STUDENT FAMILIES

25+

MORE THAN 25 LANGUAGES, OTHER THAN ENGLISH, ARE SPOKEN AT HOME BY ALL FAMILIES

5 of 5

QUALITY RATING IMPROVEMENT SYSTEM (QRIS) SCORE FOR ONE CENTER AND A SCORE OF 4 FOR ALL OTHERS, WELL ABOVE ALAMEDA COUNTY AVERAGE, RESULTING IN ADDITIONAL PROGRAM FUNDING

3,000+ HOURS

RESEARCHER HOURS AND UNDERGRADUATE/GRADUATE STUDENT FIELD WORK/PRACTICUM CREDIT IN ECEP CENTERS ANNUALLY



RESIDENTIAL AND STUDENT SERVICE PROGRAMS

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

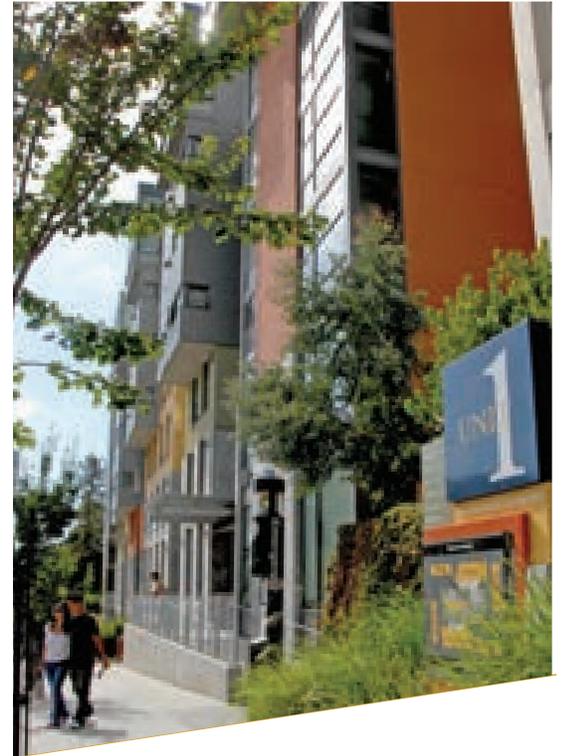
Facilitates goals for Cal Housing, Cal Dining, Berkeley Events & Conferences, Residential Education, Cal 1 Card, and Early Childhood Education Program through maintenance and upkeep of 143 buildings and their grounds as well as Recreational Sports' fitness and activity centers.

Data Collection Methods

We utilize TMA for our work order system, which provides various reports for us. Additionally, we have our own internal design-project tracking process.

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's student housing, child care, conference, catering and dining services in 3 million square feet across 143 buildings and surrounding grounds. We recently added Recreation Sports facilities to our operation.



WHAT OUR WORK MEANS TO THE CAMPUS

We ensure the health and life safety of our residents and guests, enabling a thriving living/learning environment and support of overall health and wellness for our varied customers.



125

MAJOR MAINTENANCE PROJECTS

\$9 million

IN DESIGN AND PROJECT WORK EXPENSES

50,000+

ANNUAL WORK ORDERS



RESIDENTIAL AND STUDENT SERVICE PROGRAMS

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:

- ▶ Participate in programs that support the transitional experience of entering new communities.
- ▶ Develop communities with people from diverse backgrounds.
- ▶ Utilize academic support resources to enhance academic performance.
- ▶ Learn from Residential Faculty what it means to be a participant in higher education.
- ▶ Pursue employment/volunteer opportunities to grow leadership and transferable job skills.
- ▶ Learn and grow from poor choices.



Data Collection Methods

Residential Life uses multiple data collection methods. Programming metrics are gathered via Google sheets and SmartSheets. Assessment is conducted via formal surveys, focus groups, and simple post-event surveys.



WHAT OUR WORK MEANS TO THE CAMPUS

We provide a living environment that offers opportunities to maximize the transitional and transformational experience of living on campus. Via programs and services facilitated by highly trained professional and student staff, we assist residents' acclimation to campus, connect them to academic resources, and provide opportunities to experience a truly diverse community.

reslife.berkeley.edu
rlife@berkeley.edu
510-642-3280

WHAT WE DO

Residential Life creates and supports programs and initiatives designed to emphasize the importance of community and academic development within our housing communities. Creating a living/learning experience, each of the varied programs strengthens our student resident's personal development, intellectual growth, and ability to develop lifelong relationships. In our family community, children also receive academic and developmental support.



10,079

PROGRAMS ON DIVERSITY AND PERSONAL AND COMMUNITY DEVELOPMENT

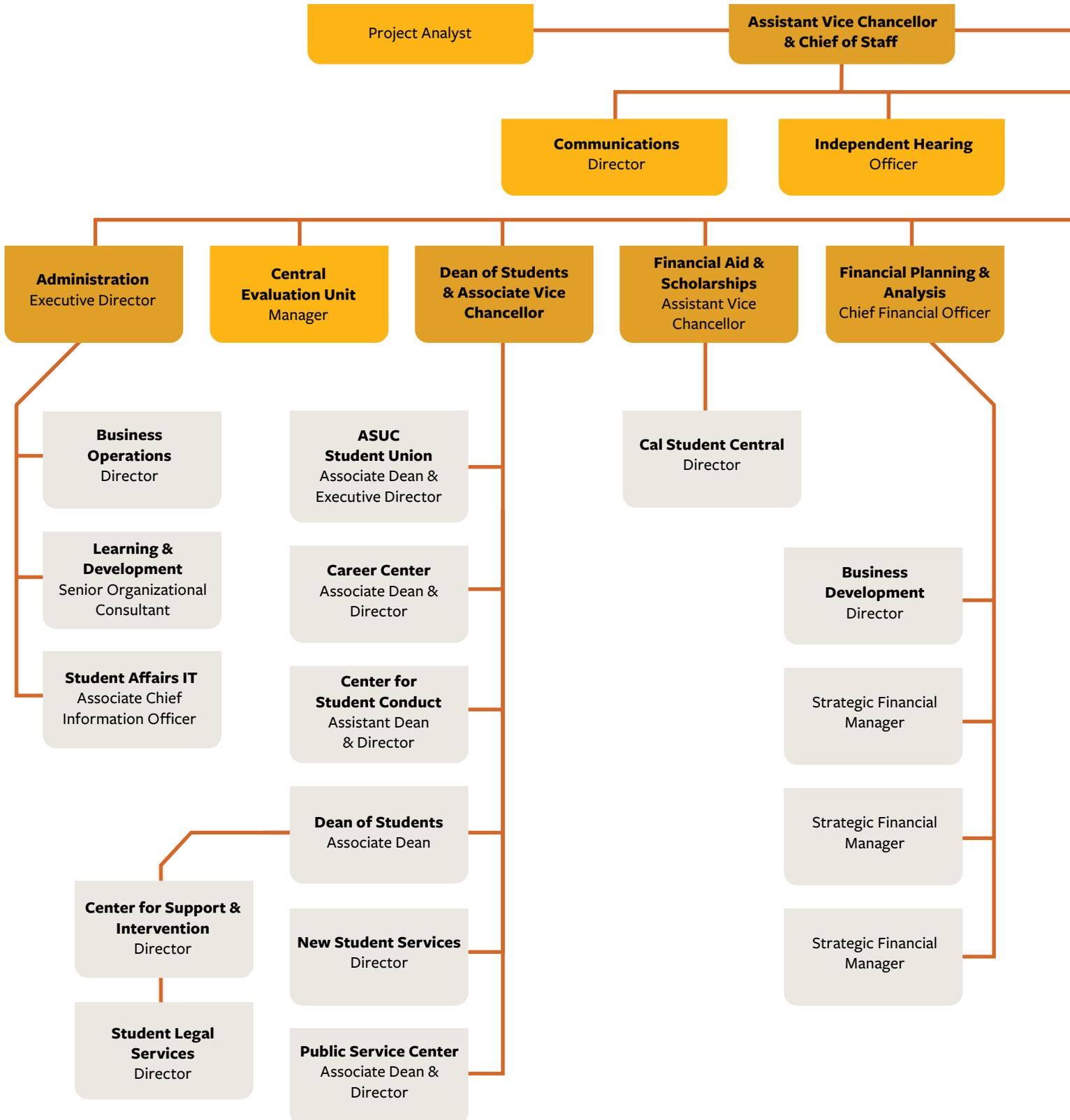
4,047

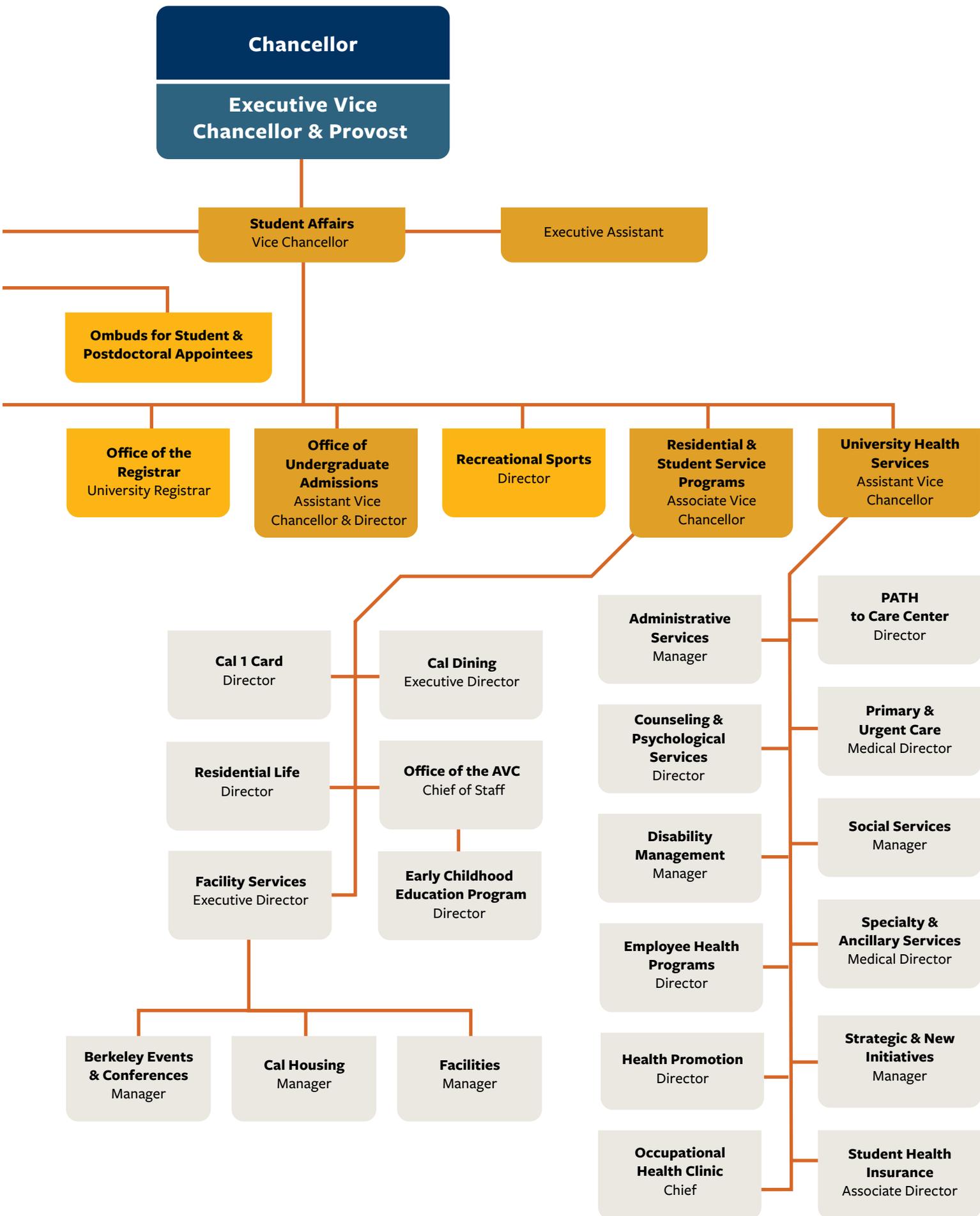
TUTORING/REVIEW SESSIONS

2,392

PARTICIPANTS IN RESIDENTIAL FACULTY PROGRAMS

Vice Chancellor Student Affairs Organizational Structure





COMPETENCY REFERENCES

Student affairs professional standards references

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 accreditation means that the organization participates in ongoing self evaluation, peer review and education to continuously improve its care and services.

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 impact that campus housing and residence life has 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.

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 is the pre-eminent force for promoting standards in student affairs, student services, and student development programs.

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.

HELC - Higher Education Loan Coalition

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

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.

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.

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.

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.

NATA - National Athletic Trainers Association

NATA's mission is to represent, engage and foster the continued growth and development of the athletic training profession.

NIRSA - Leaders in Collegiate Recreation

NIRSA comprises and supports leaders in collegiate recreation.

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.

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.



ABOUT US

Student Affairs is the gateway to the student experience. From recruiting to enrolling, to feeding and housing, to leadership and engagement opportunities — we put 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 continuing support.



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