Last year, I introduced the divisional strategic framework—Access, Service, Engagement—to guide our work to enhance the student experience over the next five years. This annual report provides a detailed glimpse of the efforts made towards the priorities. A progress update on last year’s performance indicators related to goals under Access, Service, Engagement is presented on the next page. At the report’s conclusion, next year’s performance indicators are provided to show the direction we are headed. The report attempts to illustrate the numerous ways in which admissions recruiters, food service providers, fraternity/sorority advisors, fundraisers, career counselors, leadership instructors, ombudsperson, student legal services, and community service advocates, to name a few, touch the lives of so many of our students as they make Cal their home away from home.

Naturally, while the positive impacts are evident throughout the document, I would be remiss if future challenges that loom ahead were not also articulated. I call attention to these challenges not as a note of discouragement but as real and substantive issues that will require thoughtful planning and collaborative problem solving.

What lies at the heart of Student Affairs is the staff’s commitment to create a living and learning environment outside the classroom where students are thriving not only in their academic pursuits but also in their development as global citizens. I continue to strive towards a unified co-curricular vision shared by students, faculty, alumni, donors and the public at-large that squarely places the student experience as a hallmark of attendance at Cal, the most elite and diverse public university in the country. Our students should expect no less and neither should we. The possibilities are exciting and endless.

Sincerely,
Harry Le Grande
Vice Chancellor

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**Strategic Priorities**

**ACCESS**
Maintain access & affordability

**SERVICE**
Improve & sustain student services

**ENGAGEMENT**
Foster learning & leadership development

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**Division of Student Affairs**

Admissions & Enrollment
- Financial Aid
- Office of the Registrar
- Undergraduate Admissions

Business Operations
Career Center
Dean of Students
- Cal Corps Public Service Center
- Student Conduct
- Center for Student Leadership
- Student Legal Services

Development
Lawrence Hall of Science
Residential and Student Service Programs
- Cal Dining
- Cal Housing
- Conference Services
- Early Childhood
- Student Development

Student Ombuds
Student Service Systems
Vice Chancellor's Office
# 2010-2011 Goals Progress

<table>
<thead>
<tr>
<th>ACCESS</th>
<th>SERVICE</th>
<th>ENGAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enhance Diversity</strong></td>
<td><strong>Refine operating structures for SMART Clusters (Strategic Management and Administrative Resource Transition) and complete business process workflow</strong></td>
<td><strong>Create strategic plan for university wide First Year Experience program</strong></td>
</tr>
<tr>
<td>Move towards 20% four-year nonresident diversity goal</td>
<td>Complete OE Design Phase for Student Services Initiative</td>
<td>Review and revamp New Student Convocation</td>
</tr>
<tr>
<td>Increase Summer Bridge participants by 10%</td>
<td>Create and implement fiscally sustainable ECEP (childcare) model</td>
<td>Increase faculty participation for Resident Faculty Program</td>
</tr>
<tr>
<td>Substantively incorporate Calif’s Principles of Community in new student orientation</td>
<td>Develop and refine campus protocols for acts of intolerance and hate</td>
<td>Implement career transition programs for first years and study needs/feasibility for transfer students</td>
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<tr>
<td>Deploy admission recruitment plan for CA Resident API 1-5 freshman students and increase enrollment from 22.5% to 25%</td>
<td>Launch Student Portal; streamline advisor communications, integrate online services, and bSpace course information</td>
<td>Exceed or equal persistence rate for students living on campus compared to the general student population</td>
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<td>Increase section offerings for Critical Dialogues Across Difference for credit course</td>
<td>Automate course approval process for Academic Senate</td>
<td>Implement BUILD program for student literacy</td>
</tr>
<tr>
<td>Increase Affordability</td>
<td>Secure remaining funds to launch IAP Sacramento expansion (minimum $150,000 annually)</td>
<td>Implement next phase of Lower Sproul including governance structure, budget scope, surge strategy, and project design</td>
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<tr>
<td>Raise $15 million for Student Affairs undergraduate scholarships</td>
<td>Contain financial self help level at $8,500</td>
<td>Begin construction for Anna Head housing</td>
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<td>Secure remaining funds to launch IAP Sacramento expansion (minimum $150,000 annually)</td>
<td>Implement strategies to contain rate increases for housing and dining at 4% or less</td>
<td>Complete Phase 2 of Clark Kerr Campus, LEED certification and addition of 47 beds</td>
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**SERVICE**

- Create Partnerships & Cross Functionality
  - Refine operating structures for SMART Clusters (Strategic Management and Administrative Resource Transition) and complete business process workflow
  - Complete OE Design Phase for Student Services Initiative
  - Create and implement fiscally sustainable ECEP (childcare) model
  - Develop and refine campus protocols for acts of intolerance and hate

- Leverage Technology
  - Launch Student Portal; streamline advisor communications, integrate online services, and bSpace course information
  - Automate course approval process for Academic Senate
  - Achieve 100% undergraduate DARS usage by June 2011
  - Implement StarRez, online housing application and payment system
  - Technological overhaul of registration system for 900 student organizations
  - Implement eReader for transfer applications

**ENGAGEMENT**

- Develop New Students to Committed Alumni
  - Create strategic plan for university wide First Year Experience program
  - Review and revamp New Student Convocation
  - Increase faculty participation for Resident Faculty Program
  - Implement career transition programs for first years and study needs/feasibility for transfer students
  - Exceed or equal persistence rate for students living on campus compared to the general student population
  - Implement BUILD program for student literacy

- Improve Physical Environment
  - Implement next phase of Lower Sproul including governance structure, budget scope, surge strategy, and project design
  - Begin construction for Anna Head housing
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Facts & Figures:
The Student Journey in Student Affairs from Admission to Alumni

68,984 applications for admissions reviewed
26,348 financial aid packages completed
7,767 students living in campus residential communities

Access: Enhance Diversity

Focused Support & Service for UREM* & Low-Income (<$30,000) Students

Applications from 1st Generation Students
2007 = 13,993
2008 = 17,653
2009 = 17,305
2010 = 18,308
2011 = 20,299

Applications from Low-Income Students
2007 = 8,706
2008 = 9,203
2009 = 9,677
2010 = 10,857
2011 = 10,862

Applications from UREM
2007 = 12,877
2008 = 12,356
2009 = 12,797
2010 = 14,310
2011 = 15,967

*UREM = Under Represented Ethnic Minority

Teaching Multicultural Global Perspectives to Foster an Inclusive Campus

The American Cultures Engaged Scholarship Program is developing 30 community-based learning courses informed by social justice theory, equity, and civic responsibility.

Critical Dialogues Across Difference offers a for-credit course for 66 students to discuss difference and community through dialogue.

The Indaba Multicultural Leadership Retreat is a nationally recognized multicultural leadership program and networking experience for 80 student leaders from across campus.

Bears Breaking Bread brings students from campus communities in conflict to share both food and perspectives.

Dean’s Staff Diversity Workgroup facilitates monthly training and discussions with more than 40 professionals, emphasizing multicultural awareness and its application to engagement with students.

America 102 assists the international population in family housing with the cultural transition to the U.S.

100 school visits, application workshops and webinars, college fairs, and yield receptions

247 increase in applications from students in low API high schools (8,431 from 8,041 in 2010)

73% of Senior Weekend participants filed an SIR in 2011

61% of Overnight Host Program participants filed an SIR in 2011

61% of Incentive Awards Program scholars were under-represented students of color

84% of Incentive Awards Program participants were 1st generation college attendees

68% of Summer Bridge students in 2010 were under-represented students of color

94% of Incentive Awards Program participants were Pell Grant recipients

48% of Student Legal Services Clients were Pell Grant Eligible Students

2x Student Legal Services and the Ombuds person for Students served under-represented students of color at twice the rate of their representation in the campus population.
Meeting Cost of Attendance Challenges

Decreased student self-help from $8,500 to $8,000 from 2010 to 2011.

Increased middle-income grant from $672 to $3,500 from 2010 to 2011.

Student Affairs Raised

$13.2 million in 2010-2011 for scholarships.

Increased the Incentive Awards Program to 77 high schools including 2 new programs in Sacramento.

Building the Foundation for Future Student Financial Needs

Nearly $80 million raised, with the majority of this total for undergraduate scholarships.

95% of incoming students live in the residence halls.

Student housing and dining expenses are being contained by RSSP through procurement improvements, refinancing existing debt, minimizing new debt, and applying reserves.

FUTURE CHALLENGES Facing Goals for ACCESS

- Meeting proportional targets for nonresident admits while maintaining campus commitment to underserved populations in California
- Addressing the unique and growing needs of nonresident domestic and international students (e.g., housing, jobs, internships, transition to CA)
- Maximizing available campus resources to help keep Cal affordable for low and middle income students

Student Affairs

1,439,033 meals served by Dining Services

955 students per week use the residence hall academic centers

1,152 registered student organizations

4,155 student organization signatories
**MyFinAid**

- **21,392** students registered on Callisto, one-stop online source of Career Center services.

- **21,968** students viewed the Career Center’s 16 online career and graduate school workshops.

- **42,000** work orders were automated in Housing Operations using smart phone technology.

- **10,000** written logs were automated in Housing Operations using smart phone technology.

- **more than 800** program applications, event registrations, and public service opportunities were managed with online tools.

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**Saving Students Time By Simplifying Transactional Procedures**

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**Using Online Tools for Student Feedback**

<table>
<thead>
<tr>
<th>Area</th>
<th>Survey</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>RSSP</td>
<td>EBI Benchmarking</td>
<td>975</td>
</tr>
<tr>
<td>Office of Student Development</td>
<td>Academic Service Center Tutoring</td>
<td>225</td>
</tr>
<tr>
<td></td>
<td>Participant Survey</td>
<td></td>
</tr>
<tr>
<td>Cal Dining</td>
<td>Customer Satisfaction</td>
<td>5,475</td>
</tr>
<tr>
<td>RSSP Cabinet</td>
<td>Housing Market</td>
<td>2,718</td>
</tr>
<tr>
<td>Career Center</td>
<td>Student Satisfaction</td>
<td>3,008</td>
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<tr>
<td>Career Center</td>
<td>Learning Assessment</td>
<td>473</td>
</tr>
<tr>
<td>Center for Student Leadership</td>
<td>Learning Outcomes Assessment</td>
<td>55</td>
</tr>
<tr>
<td>Cal Corps Public Service Center</td>
<td>Learning Outcomes Assessment</td>
<td>432</td>
</tr>
<tr>
<td>Center for Student Conduct and Community Standards</td>
<td>Learning Outcomes Assessment</td>
<td>116</td>
</tr>
<tr>
<td>OE Student Services Initiative</td>
<td>OE Assessment</td>
<td>905</td>
</tr>
<tr>
<td>Undergraduate Admissions</td>
<td>College Choice Survey</td>
<td>8,501</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>Learning Outcomes Assessment</td>
<td>99</td>
</tr>
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**SERVICE**
Create Partnerships & Cross Functionality

**Collaborating Across Campus to Support Student Health, Wellness, and Safety**

<table>
<thead>
<tr>
<th>Alcohol.edu</th>
<th>Green Dot</th>
</tr>
</thead>
<tbody>
<tr>
<td>is required of all incoming students as part of joint educational effort among several campus units.</td>
<td>program is a new violence-prevention strategy involving dozens of student communities and groups, led by Student Affairs with ten other campus units.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Berkeley Cares</th>
<th>Student Ombuds</th>
</tr>
</thead>
<tbody>
<tr>
<td>provides campus wide response for students in crisis.</td>
<td>facilitated 39 mediations across 23 academic departments and 16 student service units.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Career Center</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>collaborated with 83 different student organizations on career-related events.</td>
<td></td>
</tr>
</tbody>
</table>

**FUTURE CHALLENGES**
Facing Goals for SERVICE

- Managing IT demands and expectations from a younger generation of users while simultaneously creating new campus technological infrastructure
- Continuing current divisional shared services model for HR and Finance and implementation of new IT clustering, taking into account eventual campus wide transition to shared services
- Responding to OE high performance culture goals given real impacts on staff recruitment, retention, and concerns regarding fiscal viability

<table>
<thead>
<tr>
<th>Student Affairs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6,305 classroom reservations by student orgs</td>
<td>290,389 hours of community service performed by students</td>
</tr>
<tr>
<td>8,053 student interviews through the Career Center</td>
<td>21,392 students on Callisto</td>
</tr>
</tbody>
</table>
Personal Development & Leadership Experiences

Opportunities from Involvement to Leadership Development

Involvement 27,000 participants engaged in activities through Career Center Programs, Student Organizations, Greek Life, Leadership Symposium, and Academic Service Centers.

Citizenship 80,601 hours of community service performed by over 9,000 students that participated in programs like BUILD tutors, community service days, and the Residential Service Initiative.

Leadership 1 student can transform the community through leadership development opportunities such as Peer Advising, Residential Advisors, Bonner Leaders, Cal in the Capital, and the Blueprint Leadership Development Program.

Developing a Formal First-Year Experience Program

281 students in Summer Bridge, the academic transition program, expanded from 217 in 2010.

205 students participated in a Living/Learning community across 7 theme programs involving 11 academic departments.

155 attendees in the Inaugural CareerQuest program in the Residence Halls.

60 programs offered to students involving 4 faculty in residence participating in the Food For Thought program.

25 additional freshman seminars spanning 13 departments were held in Residence Hall Seminar Rooms.

13 professors taught freshman seminars in the Residence Halls.

Student Affairs • Student Affairs • Student Affairs • Student Affairs • Student Affairs • Student Affairs • Student Affairs • Student Affairs • Student Affairs

1,500 student employees across student affairs

705 Student Legal Services consultations

145 Ombuds for Students consultations

6,720 career counseling appointments

13,255 students attended career fairs
Creative renovation enabled the construction of a center for presentations to new and prospective students and their families, significantly enhancing the first impression of campus.

Lower Sproul Initiative

Program development is done and schematic designs are in process to create this dynamic hub of student engagement for student organizations, government, activities, meetings, events, dining, and more.

Anna Head Housing Project

An innovative new project being built in accordance with UC Berkeley green building practices to house 400 student residents, study lounges, a computer center, a rec room and other support services. Currently, unusable space will be renovated as surge space for Eshleman Hall occupants and then re-purposed as student rehearsal and performance space.

Sproul Hall Presentation Room

Creative renovation enabled the construction of a center for presentations to new and prospective students and their families, significantly enhancing the first impression of campus.

FUTURE CHALLENGES

Facing Goals for ENGAGEMENT

- Implementing First Year Experience strategic plan related to satisfaction and retention in response to new student demographics in resource constrained times
- Launching a significant Lower Sproul Campaign--a uniquely focused solicitation to enhance the student experience outside the classroom for which a guiding campus blueprint does not exist
- Managing time intensive reactive student experiences at the cost of managing proactive services and programs

Student Affairs ● Student Affairs ● Student Affairs ● Student Affairs ● Student Affairs ● Student Affairs ● Student Affairs ● Student Affairs

| 120 BUILD tutors | 348 externship participants | 60,674 transcripts processed | 100,000 alumni coded for student involvement in CADS database |
2011-2012
Next Year's Goals & Benchmarks

ACCESS
Enhance Diversity
Create strategic fundraising plan to increase existing Northern & Southern Incentive Awards Program endowment for program perpetuity
Work collaboratively to increase section offerings for Critical Dialogues Across Difference for credit course by 2% and expand the reach of the program through the Faculty Resident Program
Ensure an undergraduate class with a mix of students representative of campus goals (e.g., domestic resident & non-resident, international, and transfer students)

Increase Affordibility
Define strategies to set Housing & Dining rate increases to no more than 2% for FY12 and 3% for FY13
Develop a housing occupancy plan that will direct marketing and outreach initiatives to achieve a minimum of 98% occupancy
Maximize the dual reporting structure with the Chief Financial Officer to establish the impact of University financial decisions on financial aid and understand the cost of attendance
Develop and evaluate overall Financial Aid strategy (non-resident, grad students, middle class, athletes) to gain a clear direction for principles of providing aid to students

SERVICE
Create Partnerships & Cross Functionality
Participate in the shared services design process to facilitate a successful campus shared services integration
Guide the ASUC Auxiliary Transition Team process and ensure timely delivery of a Taskforce Report to the VCSA by late Spring 2012 for approval and implementation
With input from a student advisory group, design and implement a One Stop Shop student advising service center
Implement the approved recommendations from the Code of Student Conduct Task Force to create a more student-centered process
Increase number of new student Ombuds cases by 15% as a result of increased knowledge & awareness of office resources resulting from outreach to academic and student service departments
Develop a long range plan for expanded Cal 1 Card functionality to increase the number of student account holders and to simplify student financial transactions (i.e. pay tuition, receive student organization reimbursements)
Evaluate effectiveness of matrix reporting relationships with University Health Services, Financial Aid, Residential & Student Service Programs, & the Chief Financial Officer

Leverage Technology
Launch divisional BIZeBears Workflow System and Kronos & TMS Timekeeping systems
Meet milestones for campuswide student systems roadmap
Design, assess and implement recommended OE integrated system for Cal Dining operations with overall goal to reduce meal plan expenditures by 3% (approximately $370,000/year) starting in 2012-13
Actively participate in Bear Buy roll out with the objective of saving an additional 5% on selected purchases (approximately $300K)
Contingent on OE funding, implement the five recommendations related to student services technology collaborating with various co-sponsors

ENGAGEMENT
Develop New Students to Committed Alumni
Create a First Year Experience Task Force charged with developing a comprehensive program for first-year and transfer students, for 2012-13 implementation
Develop a strategic plan that includes specific initiatives for supporting and enhancing the experience of first year domestic non-resident students by December 2011
Informed partly by the international student task force report, develop a strategic plan for supporting the first year experience of international students by May 2012

Improve Physical Environment
Create and begin a multi-year capital campaign to secure private funds in support of the Lower Sproul/Student Life initiative
Complete the renovation and relocation of the Career Center by June 2012 as part of the Lower Sproul project
Continue efforts to ensure that Anna Head Student Residences open in Fall 2012 to support sophomore housing (416 beds)
Use existing reserves to accelerate renovations and deferred maintenance on Residential & Student Service Programs facilities which will address cosmetic, safety and habitability issues by April 1, 2012