

2019

20

Division of Student Affairs Impact Report



The Division of Student Affairs exists to help students with every aspect of their lives at UC Berkeley. We build, shape, and enhance student experiences, and propel students to achieve their visions of success. From empowering them to take charge of their physical, mental, intellectual, and fiscal wellness, to supporting them as they learn to find and amplify their voices, we challenge students to transform tomorrow into the world they envision today.

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

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Letter from the Vice Chancellor for Student Affairs

I write this introduction to our third edition of the Student Affairs Impact Report while we continue to manage the impacts of COVID-19. We cannot escape the significant influence that this global pandemic has had on the life of our campus and the collective experiences of our students. These impacts, like the cultural impact of cancelling many of our annual Spring events, require that we reframe how we do our work. During this academic year, it was not just the pandemic that has impacted our lives, but the preemptive power outages imposed upon our campus in the fall semester also required that we alter how we provide service and support to the campus community. Even through these significant challenges, I observed a team of dedicated, creative and hard working staff members pull together to maintain a high level of service and support for our resilient students. It was inspiring to see this happen.

We began this academic year endeavoring to develop a strategic plan for the division. Though we encountered temporary hurdles, we are now in the next phase of our strategic planning. All of our work groups (comprised of diverse representatives from across the division) have put together some initial recommendations within our 5 priority areas and now we have members from each working group that are coming together to consolidate this strategic plan. These working groups include:

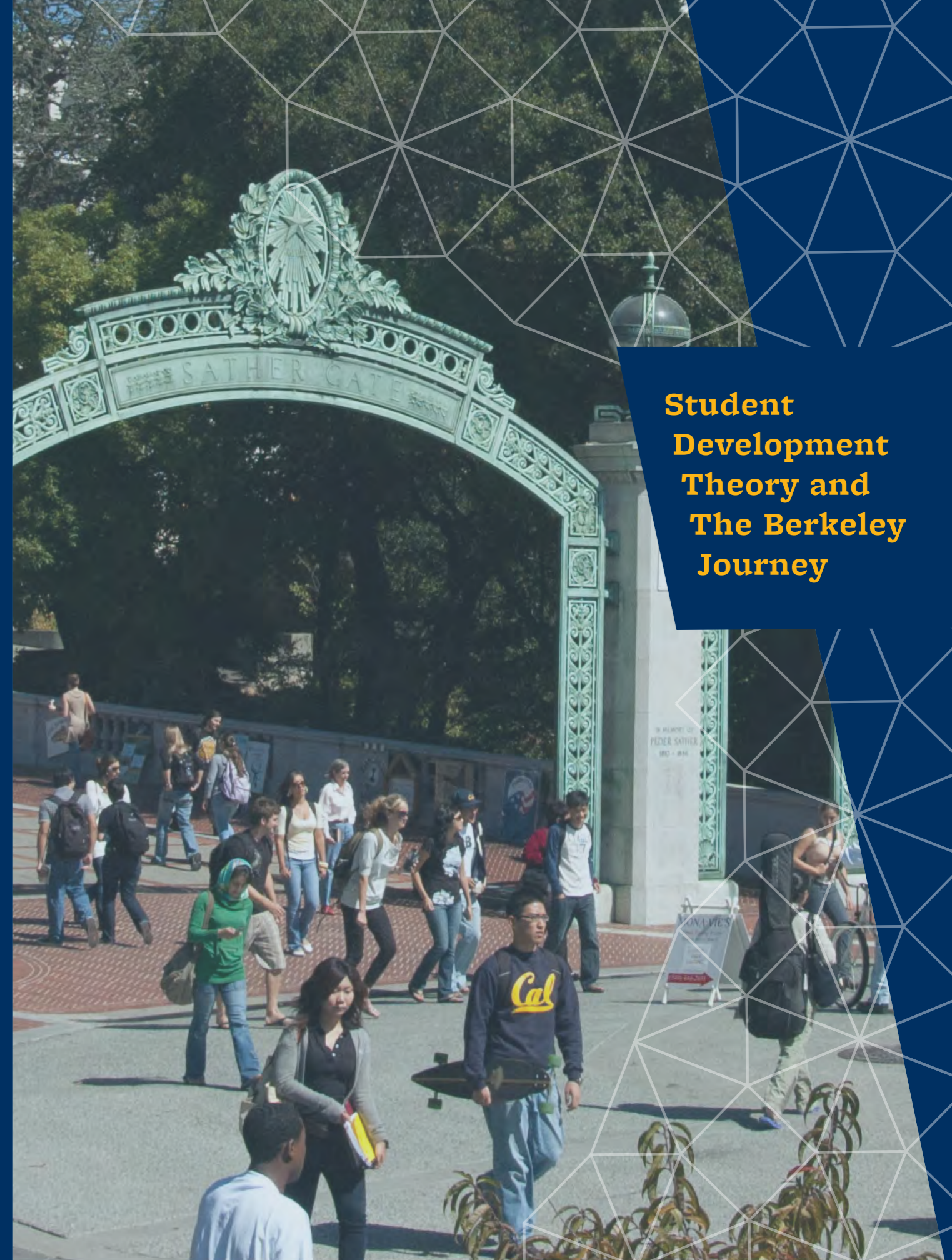
- Redefining the Student Experience
- Culture of Equity, Inclusion, and Belonging
- Financial Stability
- Health Justice and Holistic Well-being
- Organizational Behavior and Development

The resulting plan will articulate our aspirations, focus our priorities, and provide a roadmap for moving forward. The detailed information in this 2019-20 Impact Report summons us to reflect on what was achieved this past year in spite of the aforementioned challenges, providing a strong sense of accomplishment and representing the determination that the staff in the Division of Student Affairs possess.

I am grateful for the wonderful team of committed Student Affairs professionals we have in our division. I admire how they continue to serve our highly engaged student community. I hope you enjoy this report.

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

 @DrSteveSutton



**Student
Development
Theory and
The Berkeley
Journey**

Using academic research to inform student affairs programs



Student Development Theory

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

The Berkeley Journey

The Division of Student Affairs' primary goal is supporting students so they can experience and accomplish more during their journey at UC Berkeley, and what a journey this year has been for the entire campus community due to the unprecedented challenges we have faced this year from the California wildfires and PG&E Public Safety Power Shutoff to the COVID-19 pandemic. We also witness yet again, the painful, unjust, and systemic issues of anti-Blackness and racial injustice in our society. Since the world changed rapidly in Spring 2020, we have helped our students navigate their financial concerns, a sudden transition to remote instruction, and make the difficult decision to stay on campus or return to their permanent residence. While we have all had to become more nimble and flexible to meet this moment, the division has also done this while remaining committed to our core principles of fostering health justice and holistic wellness; creating a culture of equity, inclusion, and belonging; redefining the student experience, and promoting organizational behavior and development and financial stability.

Fostering Health Justice and Holistic Wellbeing

Health justice dismantles interpersonal, cultural, policy, and structural barriers to accessing highly quality and culturally competent support and care. Well-being is a multidimensional process empowering individuals and their communities to pursue their goals. We've supported health justice and well-being in the following ways:

COVID-19 TESTING AND SAFETY PROTOCOLS

Rapidly developing a COVID-19 medical triage operations and onsite testing capability through University Health Services (UHS), that continued to evolve and expand as the pandemic progressed. From March 1 - June 30, 2020 5,200 COVID tests were performed and 1,500 COVID related medical visits were conducted. In addition, UHS expanded virtual service capabilities and increased telehealth appointments by 646%.

SUPPORTING FINANCIAL WELLNESS

Successfully securing **\$15.2 million** in direct-to-student funding from the CARES Act and providing it to all eligible undergraduate and graduate students. We also provided CARES equivalent awards to our Dream Act students, awarded over **\$343,000** to our Dream students from the Student Emergency Fund, and continued to offer workshops and one-on-one appointments to students through the Bears for Financial Success program.



INCLUSIVE RECREATION

Offering sports and recreation programs for the 3,000+ Cal community members with disabilities, which includes Goalball, wheelchair basketball, CalSTAR Yoga, and adaptive equipment. And when the campus transitioned to remote instruction, we began offering Rec Sports classes online, which included live Zoom classes and on-demand videos that yielded more than 14,900 visits from March 2020–July 2020.

MUSLIM MENTAL HEALTH INITIATIVE (MMHI)

Fostering collaboration between University Health Services and the Bay Area branch of the Khalil Center to offer Counseling and Psychological Services (CAPS) geared toward the

Muslim community. Since its launch, MMHI has held UmmahTalks, halaqa-style conversations about relevant topics that affect students; regular drop-in counseling hours; free workshops and trainings catered to Cal's Muslim community; and RealTalks conversations.

SPRING HOUSING TRANSITION

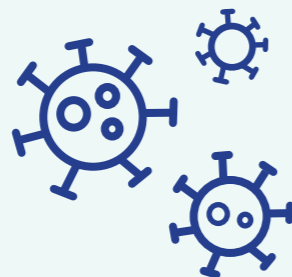
Assisting 7,639 students transition out of housing in Spring 2020, while continuing to provide supportive housing to the remaining students who needed it until the end of the semester. Our team at Cal Rentals also assisted students free of charge who wanted to stay in the area in their search for off-campus housing options.

5,200

COVID TESTS WERE PERFORMED FROM MARCH 1 - JUNE 30, 2020

\$14.8 million

IN PANDEMIC RELIEF FUNDS FROM INSTITUTIONAL, PHILANTHROPIC AND FEDERAL SOURCES PROVIDED TO 14,700 STUDENTS

**646%**

INCREASE IN TELEHEALTH APPOINTMENTS FROM MARCH 1 - JUNE 30, 2020

1.5 million

STUDENT VISITS TO REC SPORTS FACILITIES FROM JULY 2019 - MARCH 2020; 14,900 VIRTUAL VISITS FROM MARCH 2020 - JULY 2020

7,636

RESIDENTIAL STUDENTS WERE GRANTED FINANCIAL RELIEF AFTER CANCELING HOUSING CONTRACTS DUE TO THE COVID-19 PANDEMIC

Creating a Culture of Equity, Inclusion, and Belonging

Alongside the pandemic, we have continued to witness the painful, unjust, and systemic issues of racial injustice prevalent across the globe. It is our responsibility to hold ourselves and each other accountable and action oriented to stop oppression and racism. We are working to build and engage a more welcoming and supportive campus community to help combat racial injustices and anti-blackness, embrace diversity, and ensure full inclusion for our students and staff, both in-person and virtually. We recognize that this work is just a start and we know our division needs to, and can do, better.

Student Affairs is working to build a more supportive campus community by:

INCREASING EQUITY AND ACCESS TO A BERKELEY EDUCATION

Admitting the most ethnically diverse class of freshman students in more than three decades in terms of representation of under-represented minority students. Freshman admission offers to African-American students increased by more than 40 percent, and offers to Chicanx-Latinx students increased by 45 percent. In addition, we saw gains in various measures of greater socio-economic diversity among students offered admission. These outcomes reflect the hard work of The Office of Undergraduate Admissions in

partnership with various units across campus, including Financial Aid and Scholarships Office, the Division of Undergraduate Education, the Center for Education Partnerships, the Centers for Educational Equity & Excellence, the Division of Equity and Inclusion and bridges Multicultural Resource Center.

**PROVIDING RESOURCES AND SUPPORT TO BLACK AND AFRICAN AMERICAN STUDENTS AND ALLIES**

Committing to supporting Black and African American students in a time of need, the Counseling and Psychological Services (CAPS) team has offered counseling groups and virtual free “Let’s Talk Drop-In Consultations” with counselors to help those that are feeling isolated or marginalized, struggling with racism or microaggressions, managing multiple identities, and more.

TAKING ACCOUNTABILITY AND ACTION

The Executive Team (i.e., senior leaders in Student Affairs) issued several initial commitments to help combat anti-Blackness in the Division including the creation of an Advisory Board, commitment to engage more deeply and more often with Black student leaders, creating new opportunities for professional development around anti-racist work, and ensuring each staff member has an actionable, specific equity-related annual performance goal.

BUILDING COMMUNITY EVEN IN DISASTER

The pandemic unfortunately wasn't the only disaster we faced this year. In Fall 2019, our Division also came together to support residents during the campus PG&E Public Safety Power Shutoff by serving food in the dark, assisting residents with accessibility concerns, helping students who needed medical devices powered, and refrigerating medication for students at the UHS pharmacy. During the COVID-19 pandemic, countless departments in the Division also rallied to provide virtual engagements for our students to help them stay connected from fitness classes, to free art studio classes, weekly "Coffee and Career Chats," study jams, and more.

40%

INCREASE IN FRESHMAN ADMISSION OFFERS TO AFRICAN AMERICAN STUDENTS

45%

INCREASE IN FRESHMAN ADMISSION OFFERS TO CHICANX-LATINX STUDENTS

1,158

STUDENTS PARTICIPATED IN UHS'S "LET'S TALK DROP-IN CONSULTATIONS"



200

STAFF MEMBERS RALLIED WITHIN 6 HOURS TO SUPPORT STUDENT NEEDS DURING THE PG&E POWER OUTAGES

2,728

VISITS TO UHS BLACK LIVES MATTER WEBPAGE

Redefining the Student Experience

We want to make sure that what we share with students about the UC Berkeley experience and the image we project matches students' actual lived experience, and that we create a positive experience for students during their time on campus. Areas we are focusing on include the experience for equity populations, transitions and navigation, technology and communication, and community and belonging.

Student Affairs is charting the course by:

ADVANCING LEADERS

Helping students engage in leadership opportunities for life after Berkeley

through LEAD, the Public Service Center (PSC), Golden Bear Orientation, and Career Center. For example, **more than 200** PSC student leaders led over 12 programs in the 2019-2020 academic year and **96% of leader participants** said their experience helped enrich their academic learning. Similarly, **93%** of Golden Bear Orientation Leaders reported having a positive experience in their role.

GETTING STUDENTS CAREER READY

Offering internship opportunities remotely after in-person internships were canceled, maintaining virtual student workers in Student Affairs, hosting virtual career fairs, and more than 12,000 1:1 sessions with students through the Career Center.



I decided to be a part of Golden Bear Orientation because of the impact my own orientation leaders had on me. Having two people who were genuinely interested in making sure I found my place here at Cal played a big part in my transition from high school to college, and I wanted to ensure that other new students would have the same experience as me. GBO has defined my Cal career and I cannot imagine my time here without it. My work with New Student Services has helped me realize that relationship building is incredibly important for my success, and my work has given me confidence in my own abilities as a leader and a mentor. Being involved with orientation has helped shape me into the person I am today.



ELBERT M.,
JUNIOR HISTORY MAJOR AND GOLDEN BEAR ORIENTATION COORDINATOR



12,000+

ONE-ON-ONE SESSIONS HELD WITH STUDENTS THROUGH THE CAREER CENTER

75%

OF STUDENTS GRADUATED WITH EITHER A JOB OFFER OR ACCEPTANCE TO GRAD SCHOOL



96%

OF PUBLIC SERVICE CENTER STUDENT LEADERS SAID THEIR EXPERIENCE HELPED ENRICH THEIR ACADEMIC LEARNING

Organizational Behavior and Development

Student Affairs aspires to create an inclusive culture through fostering trust, transparent decision making, recognizing value, and building innovative processes and systems. We are also committed to offering more professional development around anti-racism work in the near future, such as implicit bias training.

Student Affairs is evaluating, learning, and adapting by:

\$80,000

AWARDED TO STAFF FROM THE SA PROFESSIONAL DEVELOPMENT PROGRAM

CREATING A HIGH LEVEL STRATEGIC PLAN

Listening to the division and building a plan that focuses on five key areas: 1) redefining the student experience (the services and programs we offer students); 2) creating a culture of equity, inclusion, and belonging (for both students and staff); 3) health justice and holistic wellness; 4) financial stability; and 5) organizational behavior and development.

INVESTING IN PROFESSIONAL DEVELOPMENT

Student Affairs also continued to invest in professional development of staff.

Almost \$80,000 was awarded to staff from the continued SA Professional Development Program with 98 unique individual applications for funding in the first 5 months. In the year ahead, we are pledging professional development funds to create and support activities that focus on equity and inclusion.

LAUNCHING A STRATEGIC PLANNING AND ASSESSMENT DEPARTMENT

Student Affairs launched a new Strategic Planning and Assessment Department to provide assistance with survey development, administration, and analysis. The department provides training for staff, assessment and evaluation workshops, strategic planning at the unit / department level, and coordinates program reviews.

Financial Stability

Financial stability promotes an equitable Division-wide culture that aligns our fiscal priorities with our priorities of accountability, transparency, and stability. Largely funded through our auxiliary operations, this year, the Division faced financial impacts of COVID-19, with a projected shortfall of \$124.9 million. We've continued our work to promote financial stability and sustainability, which is more important than ever.

Student Affairs is paying it forward by:

SUPPORTING THE LIGHT THE WAY CAMPAIGN

Light the Way encompasses a way forward for Berkeley that is visionary and path-breaking, building on Berkeley's distinctiveness in transforming lives, fueling social mobility, and changing the world. Undergraduate opportunity and experience are at the heart of the Light the Way campaign. For the first time ever this year, Berkeley's donors gave a record \$1 billion in gifts, pledges, and private grants to the campus.

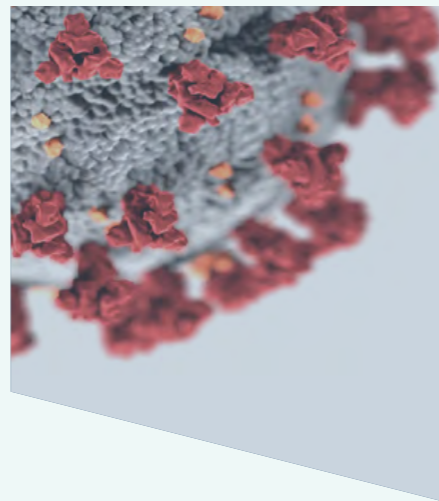
SUPPORTING FUNDRAISING FOR STUDENT EXPERIENCE AND DIVERSITY

Student Affairs worked closely with the Student Experience and Diversity fundraising team to support efforts across Student Affairs, Equity and Inclusion, and Undergraduate Education. The team had a record-breaking year, raising \$56.4 million in FY20 (nearly double the amount raised in FY19). Within Student Affairs, \$33.6 million was raised with \$28.3 million going towards Financial Aid and Scholarships - increasing access to a Berkeley education - and \$1,576,037 was raised for the Student Emergency Fund.



ACTIVELY WORKING TO ADDRESS THE DIVISION'S SHORTFALL AS A RESULT OF COVID-19

Student Affairs Finance led the charge to actively pursue Federal Emergency Management Agency (FEMA) reimbursement, partner with stakeholders to position the Division competitively for potential future federal funding or other relief funding including reimbursement for Covid testing, request relief from Campus, advocate for the Division's critical expenses and more.



\$28.3 million

MILLION RAISED FOR FINANCIAL AID AND SCHOLARSHIPS



\$1,576,037

RAISED FOR THE STUDENT EMERGENCY FUND



As a first-generation college student from a very low-income background, I chose to accept the UC Berkeley scholarship because I knew that nowhere else would offer me the support that this scholarship has offered me here. When I received this award, I felt immensely grateful. My mom and I teared up together as we hugged tightly because receiving this scholarship meant that I would have the opportunities that she as an immigrant never had.



MABRISA F., REGENTS' & CHANCELLORS SCHOLAR, PSYCHOLOGY AND GLOBAL POVERTY & PRACTICE, FIAT LUX SCHOLAR, CONSERVATION AND RESOURCE STUDIES, SOCIETY & ENVIRONMENT



The Division of Student Affairs will continue to support our students by building, shaping, and enhancing their experiences so they can achieve their visions of success. Go Bears!



**Student Affairs
Departments**

The Ombuds Office for Students and Postdoctoral Appointees

PROGRAM DESCRIPTION

We are a confidential, impartial, independent, and informal resource for undergraduates, graduates, and postdoctoral appointees. We advocate for fairness, justice, respect for differences, and reasonable solutions, and seek to mitigate issues and concerns so that they may be resolved at the lowest possible level. We are one of the few campus resources where visitors may safely discuss issues without disclosure resulting in notification to the university, including issues of sexual violence and sexual harassment.



OUTCOMES

We supported the following learning outcomes and operating goals:

- Furnishing visitors with written and verbal communication tools.
- Coaching visitors in conflict resolution to empower them to resolve disputes.
- Clarifying policies and procedures so visitors may make informed decisions.
- Facilitating resolutions between students, faculty, and staff.
- Meeting with senior administrators to share trends and recommendations to campus climate issues.

DATA COLLECTION METHODS

We collect data on the volume and general characteristics of our visitors, as well as detailed information on the types of issues addressed with those visitors. For strictly data collection purposes, we maintain anonymized records of visitors, tracking only basic information regarding demographics and nature of dispute. Any records with personal identifying information are destroyed on a semesterly basis.

WHAT WE DO

We work with groups and individuals to explore and assist them in determining options to help resolve conflicts and problematic issues, and to bring systemic concerns to the attention of leadership for resolution. We seek to listen and understand issues while remaining neutral with respect to the facts. We assist in reframing issues and developing and helping visitors evaluate options, focusing on informal resolutions. We coach visitors to deal directly with other parties, as well as the use of formal resolution resources of the university. We may refer visitors to suitable resolution resources. We assist in surfacing issues to formal resolution

channels, and when appropriate, we may facilitate resolutions and conduct informal mediations. We also consult with staff and faculty who are seeking guidance in postdoc and student-related situations. Additionally, we conduct tailored trainings on communication and conflict-resolution skills.

834

CASE ISSUES IN 2019-20. THE MOST COMMON OF WHICH WERE: APPEAL, COMMUNICATION, GRADES, MENTAL HEALTH, UNCLEAR POLICY/PROCEDURES, AND TREATMENT/CIVILITY

211

VISITORS, A 19% INCREASE FROM THE PREVIOUS YEAR

36%

OF ALL CASES WERE BETWEEN VISITORS AND FACULTY MEMBERS

41%

AT LEAST 41% OF ALL CASES REQUIRED SOME FORM OF FOLLOW-UP, INCLUDING ADDITIONAL MEETINGS, OUTREACH TO THIRD PARTIES, RESEARCH ON POLICIES, AND FACILITATED RESOLUTIONS

WHAT OUR WORK MEANS TO THE CAMPUS

We preserve campus resources by assisting in the resolution of issues at the lowest possible level. Further, we serve as a conduit for positive systemic change by raising issues to leadership others cannot or will not discuss.

sa.berkeley.edu/Ombuds
510.642.5754

No email, for confidentiality purposes

Student Affairs Finance

PROGRAM DESCRIPTION

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

OUTCOMES

Closed FY19 successfully and met campus budget targets, meeting an additional \$6M improvement target in FY19. While a plan to achieve \$3.4M more in improvements for FY20 was put forth, the Division is suffering from substantial revenue losses resulting from COVID-19. We are containing expenses, however, such measures are leaving the Division with a shortfall to achieve campus targets.

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.



katejsteiner@berkeley.edu



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 financial information necessary to maximize limited resources and ensure strong financial stewardship as part of the broader campus financial community. To accomplish our mission, we are committed to engaging our partners and peers, reviewing financial/business performance, advising and informing on relevant financial management topics, and being available as needed as a decision



support asset. Our core work ensures accuracy in managing funding streams, reviews analysis of spending in key focus areas, establishes and enforces division funding priorities, and reviews and approves annual division budget submissions.

WHAT OUR WORK MEANS TO THE CAMPUS

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



\$3.4 million

WHILE A PLAN WAS PUT FORWARD TO ACHIEVE \$3.4M IN IMPROVEMENTS FOR FY20, THE SUBSTANTIAL REVENUE LOSSES DUE TO COVID-19 ARE LEAVING THE DIVISION WITH A SHORTFALL TO ACHIEVE BUDGET IMPROVEMENT TARGETS.

44

PROVIDED FINANCIAL PLANNING AND ANALYSIS TO 44+ FUNCTIONAL DEPARTMENTS



2000

PROVIDED STRATEGIC FINANCIAL ACCOUNTING FOR OVER 2,000 FUNDS

University Health Services

PROGRAM DESCRIPTION

During the unprecedented pandemic that has affected the campus and the world, UHS played a significant role in the COVID-19 response and operational efforts aimed at helping the campus stay safe and healthy. UHS efforts included: emergency operations, campus testing and triage, close collaboration with the city and county public health departments, advising and developing health and safety protocols for the campus, and continued to provide services to students, faculty and staff through increased virtual health services.



OUTCOMES

- Rapidly developed a COVID-19 medical triage operations and onsite testing capability, that continued to evolve and expand.
- Expanded virtual capabilities to offer aspects of all of our services and programs to students, faculty and staff from wherever they were.
- Shifted the Be Well at Work program to virtually support faculty and staff wellness, including a focus on ergonomics and improving the health and safety for the many working remotely.

DATA COLLECTION METHODS

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

 uhs.berkeley.edu
telltang@uhs.berkeley.edu
UHS Administration:
510.642.6621

WHAT WE DO

University Health Services (UHS) is at the forefront of advancing student health and faculty and staff wellness through health leadership, expertise, and discovery. Our vision is to be a campus that actively cultivates better health and well-being for all — a place that can actually make those who study, live, and work here healthier! Health equity, where every person no matter their background has the opportunity to attain their highest level of well-being, is a vital component of everything we do. Providing access to seamless,

integrated, high-quality health programs and services for students, staff, and faculty is at our core.

“In my last semester at UC Berkeley, I want to take the time to thank you for everything you do for students. I want to thank you for making me feel safe and heard whenever we talked - a feeling every patient should have when speaking to a medical professional. Thank you and everyone at Tang!”

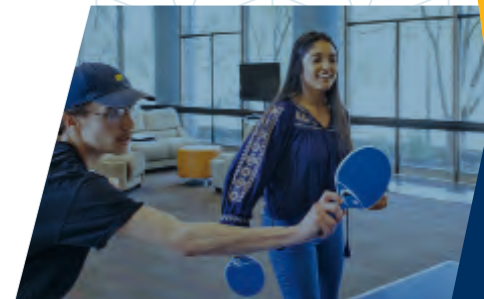
5,200

COVID TESTS PERFORMED AND 1,500 COVID-RELATED MEDICAL VISITS FROM MARCH 1, 2020 THROUGH JUNE 30, 2020



13,614

TELEHEALTH VISITS (72% OF UHS APPOINTMENTS), AN OVERALL 646% INCREASE FROM MARCH 1, 2020 THROUGH JUNE 30, 2020



WHAT OUR WORK MEANS TO THE CAMPUS

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



PATH to Care Center

PROGRAM DESCRIPTION

In its fifth year of operation, the PATH to Care Center continues to enhance the institution's prevention and response efforts by: visioning and implementing primary prevention initiatives; ensuring survivors and their supporters have access to immediate assistance and resources for healing; and identifying and addressing opportunities for institutional improvement. This work stretches throughout the entire campus community with efforts focused on undergraduate students, graduate & professional students, and faculty & staff.

OUTCOMES

- Build capacity and skills among administrators and responders to improve the campus response and culture of support for survivors.
- Institutionalize sustainable and effective survivor/victim services and primary prevention efforts.
- Cultivate collaboration and engagement toward a campus culture committed to addressing sexual and domestic violence, stalking, and sexual harassment. V/DV/Stalking/SH.

DATA COLLECTION METHODS

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



WHAT WE DO

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

12,738

STAFF, FACULTY, AND STUDENTS SERVED AS WELL AS 5 ACADEMIC DEPARTMENTS, 12 ADMINISTRATIVE DEPARTMENTS, AND 65 STUDENT ORGANIZATIONS VIA 280 PREVENTION INITIATIVES FROM JANUARY-DECEMBER 2019



1st

IMPLEMENTATION OF THE GROUNDBREAKING PROJECT, "PREVENTING SEXUAL HARASSMENT IN YOUR ACADEMIC DEPARTMENT: A TOOLKIT," AN ADAPTABLE GUIDE FOR ACADEMICS TO PREVENT SEXUAL HARASSMENT THAT CAN BE FOUND ON THE CARE.BERKELEY.EDU WEBSITE

343

INDIVIDUALS ENGAGED IN SUPPORT SERVICES (E.G. ADVOCACY, HEALING) AND IMPLEMENTATION OF 6 NEW PROTOCOLS FOR IMPROVED CAMPUS RESPONSE

WHAT OUR WORK MEANS TO THE CAMPUS

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



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

Cal Student Central

PROGRAM DESCRIPTION

CSC provides frontline general advising and services for financial aid, scholarships, billing and payments, and the registrar via in-person, phone, and web services. It refers students to partner offices for specialized advising. Transactional services include: refund check and emergency loan distribution; scholarship and document drop-off; and transcript and verification of enrollment printing. CSC liaises with the campus community and partner units, sharing feedback and recommendations to improve service, implement efficiencies and remove barriers to student success.

OUTCOMES

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

DATA COLLECTION METHODS

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



WHAT WE DO

Cal Student Central (CSC) is dedicated to providing efficient, student-centered and quality service to UC Berkeley's applicants, students, faculty, alumni and staff. In an effort to be inclusive and accessible, we offer services in-person, over the phone and online. We serve as representatives of the Financial Aid and Scholarships Office, the Office of the Registrar, and Billing and Payment Services. CSC strives to support student success with a service-oriented, cross-trained, and solution-seeking professional staff. In this capacity, we assist the Berkeley community in navigating a wide-range of topics, from providing support on ordering transcripts to



explaining the activity on a student account. CSC invests in informing, empowering, and supporting all of the constituents the unit serves. We track the progress of the student's service from inquiry to resolution to ensure their needs are fulfilled. We are proud to support students through difficult and stressful times with empathy and compassion.

10,661

TRANSACTIONS IN 2019 FOR DOCUMENT AND CHECK SERVICES

9573

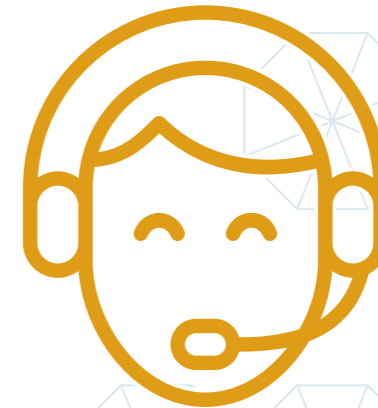
IN-PERSON GENERAL ADVISING SESSIONS

28,959

SALESFORCE TICKETS CLOSED BY CSC STAFF WITH AN AVERAGE RESPONSE TIME OF 3.2 DAYS

17,711

PHONE CALLS IN 2019 ANSWERED FROM STUDENTS, PARENTS, AND DELEGATES WITH AN AVERAGE WAIT TIME OF 5:32 MINUTES



WHAT OUR WORK MEANS TO THE CAMPUS

CSC is the only campus service avenue for students, alumni, and delegates. We meet student needs, articulate student concerns and seek collaborative resolution with academic and administrative partners. Through our inclusive service philosophy, we strive to ensure that diverse populations feel respected and valued, in alignment with the Chancellor's commitment to improve the student experience.

 studentcentral.berkeley.edu
510.664.9181

Central Evaluation Unit

PROGRAM DESCRIPTION

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

OUTCOMES

We supported the following learning outcomes and operating goals:

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

DATA COLLECTION METHODS

Our primary collection method is querying the Campus Solutions models used to extract transfer course detail from transcripts, review for articulation and transferability, and post to the Berkeley transcript and Transfer Credit Report.



WHAT WE DO

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

Toward this end, we facilitate the review and publication of California Community College course-to-course and course-to-requirement articulation, as well as the review of coursework from other higher education institutions for unit credit toward the Berkeley degree. Additionally



we coordinate efforts to upload Advanced Placement, International Baccalaureate, and GCE A-level exams to post to student records.

Finally, we support the undergraduate on-line degree audit (Academic Progress Report) which utilizes exams and transfer courses, along with Berkeley enrollment to verify completion of requirements, track degree progress, and confirm readiness for graduation.

WHAT OUR WORK MEANS TO THE CAMPUS

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

15,966

TRANSFER TRANSCRIPTS REVIEWED AND POSTED FROM 2-YEAR CAMPUSES FOR 2019-20



337

NUMBER OF TRANSFER TRANSCRIPTS REVIEWED AND POSTED FROM INTERNATIONAL CAMPUSES FOR 2019-20

1,587

NUMBER OF TRANSFER TRANSCRIPTS REVIEWED AND POSTED FROM 4-YEAR CAMPUSES FOR 2019-20



 central_eval_unit@berkeley.edu

Financial Aid and Scholarships Office

PROGRAM DESCRIPTION

Through strategic partnerships, rigorous planning, and a culture of care, our dedicated team:

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

OUTCOMES

Through multiple programs we ensured:

- Eligible California families with annual incomes below \$80,000 (38%) receive grants and scholarships and pay no tuition.
- Recruitment of the most sought-after students in the world through the Fiat Lux and Regents' and Chancellor's Scholarship programs.
- Students opting for loans borrow \$2,200 and \$10,000 less than the California and national public university averages, respectively.

DATA COLLECTION METHODS

Multiple data collection methods are used, including the student information system and internal tracking and analytics. Average cumulative debt for graduates and percent of graduates with debt come from College InSight, an initiative of The Institute for College Access & Success.



WHAT WE DO

Education is life-changing. Students worldwide dream of attending Berkeley in hopes of seizing that opportunity. The Financial Aid & Scholarships Office (FASO) makes those dreams reality by providing comprehensive financial aid and multi-level support, especially during uncertain times. FASO strives to uplift students through financial literacy, so they can worry less about paying for tuition and basic needs and focus more on obtaining an excellent education. Two Academic Senate committees provide guidance to FASO on formulation of campus financial aid policy and fund

utilization strategies to ensure access, affordability, and compliance. FASO supports strategic university goals including diversity initiatives, financial wellness, recruitment of targeted students, fundraising, discovery experiences, work opportunities, and donor development and stewardship. The goal is to operationalize care for students and be continually accurate, efficient, and timely when it comes to the delivery of student aid in compliance with federal, state, university, and donor regulations.

WHAT OUR WORK MEANS TO THE CAMPUS

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

\$14.8 million

PANDEMIC RELIEF FUNDS FROM
INSTITUTIONAL, PHILANTHROPIC AND
FEDERAL SOURCES PROVIDED TO 14,700
STUDENTS

66%

OF UNDERGRADUATES GRADUATING IN
2018 LEFT WITH NO LOAN DEBT (AVERAGE
CUMULATIVE LOAN DEBT OF \$18,225 AMONG
THOSE WHO BORROWED)

Over \$800 million

AWARDED ANNUALLY, INCLUDING OVER \$40M
IN PRIVATELY FUNDED UNDERGRADUATE
SCHOLARSHIPS (OVER \$20M ADMINISTERED
DIRECTLY)



Office of the Registrar

PROGRAM DESCRIPTION

The Office of the Registrar supports students, alumni, faculty, and staff. We are responsible for:

- Class enrollment and registration.
- Fee assessment.
- Verifying registration and graduation.
- Diplomas and transcripts.
- Preservation and privacy of student records.
- Berkeley Academic Guide and Class Schedule.
- Reservations for 200+ classrooms.
- Determining residency for tuition purposes.
- Residency determination for tuition purposes.
- Aiding US veterans and service members.
- Cross-registration & cross-campus enrollment.
- Supporting new programs and initiatives.
- Planning for future campus needs.
- Ensure integrity of data that is shared across campus.

OUTCOMES

The Office of the Registrar provides critical services that support:

- **Navigation:** Develop public-facing enrollment planning tools featuring class searches by major requirements, open seats, instructor, waitlists and enrollment restrictions.
- **Discovery:** Promote Suggested Classes on Twitter, highlighting under-enrolled classes; Support new academic opportunities and international programs.
- **Student Experience:** Empower students with information on veterans' benefits, preferred name, degree completion, and policies.

DATA COLLECTION METHODS

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



WHAT WE DO

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



and excellence. We interpret and implement the academic and administrative policies of the campus in the areas of student registration and enrollment, produce the catalog of courses and curriculum, manage classrooms and scheduling, maintain student records including grades and graduation, and provide FERPA training.

22 million

PAGE VIEWS OF THE BERKELEY
CLASS SCHEDULE AND ACADEMIC
GUIDE, 30% INCREASE
SINCE 2018-2019



\$20 million

AWARDED TO VETERANS IN
CONJUNCTION WITH THE VA



78,667

ENROLLMENT AND
DEGREE VERIFICATIONS

385,718

GRADES POSTED TO STUDENT
TRANSCRIPTS

WHAT OUR WORK MEANS TO THE CAMPUS

We support teaching and learning by guiding students toward faculty, classes, and degree programs that nurture their academic passions. We ensure the integrity of our student and alumni records, validate academic milestones, implement policies, and manage classrooms. We support diversity through targeted programs such as expanding preferred name usage and administering AB 540 in our residency determinations.

Office of Undergraduate Admissions

PROGRAM DESCRIPTION

OUA actively supports and works towards the following goals:

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

OUTCOMES

For the 2019–20 cycle, OUA:

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

DATA COLLECTION METHODS

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



admissions.berkeley.edu

510.642.3175



WHAT WE DO

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



87,389

FRESHMAN APPLICATIONS
EVALUATED, WITH AN 16.8%
ADMIT RATE AND A 46%
YIELD RATE

1,649

OUTREACH EVENTS
CONDUCTED, STATEWIDE,
NATIONWIDE, AND
INTERNATIONALLY

19,074

TRANSFER APPLICATIONS
EVALUATED, WITH A 25.3%
ADMIT RATE AND A 63.2%
YIELD RATE



1,980

VISITORS ATTENDED DAILY
PRESENTATIONS



Career Center

PROGRAM DESCRIPTION

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

OUTCOMES

During the past five years, the typical career outcomes of the baccalaureate class indicates that six months following graduation approximately 56% secure employment, 19% attend graduate and professional school, 18% are still seeking employment, and 7% pursue other endeavors.

DATA COLLECTION METHODS

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



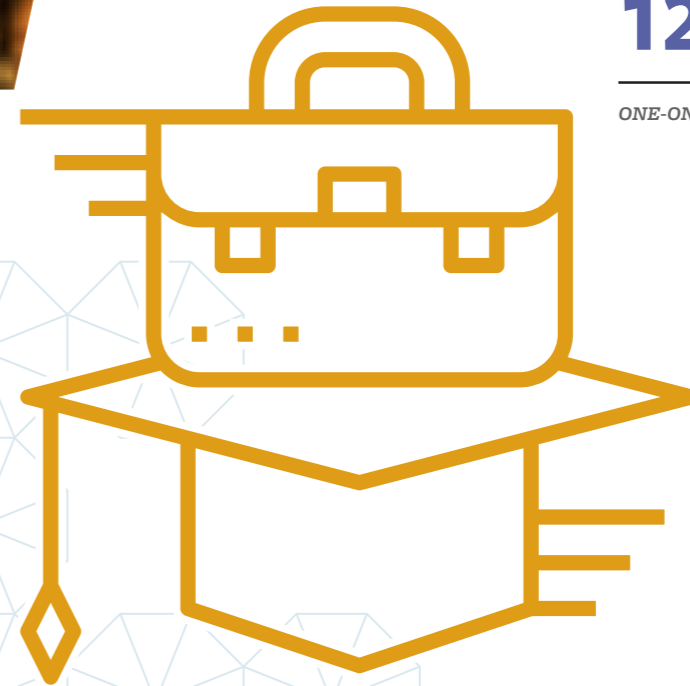
WHAT WE DO

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



76%

OF STUDENTS HAVE COMPLETED A PROFILE ON HANDSHAKE



Over 12,000

ONE-ON-ONE APPOINTMENTS

“I came because I had no plan or idea what to do in terms of next steps after college. I came out feeling enlightened, supported and hopeful, with a plan and starting point. So it was very helpful sitting down and talking through it.”

HUMANITIES SENIOR

WHAT OUR WORK MEANS TO THE CAMPUS

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



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

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

Students will be able to:

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

DATA COLLECTION METHODS

The Center for Student Conduct utilizes the reporting feature in our case management database to pull statistics and collaborates with the Office of the Registrar to explore demographic trends in casework.



WHAT WE DO

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

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



39.5%

INCREASE IN TOTAL CASES
THIS YEAR COMPARED TO
2018-2019

65%

INCREASE IN ACADEMIC
CASES THIS YEAR COMPARED
TO 2018-2019



12%

DECREASE IN BEHAVIORAL
CASES THIS YEAR COMPARED
TO 2018-2019

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

UC BERKELEY STUDENT

WHAT OUR WORK MEANS TO THE CAMPUS

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



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

Center for Support and Intervention

PROGRAM DESCRIPTION

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

In 2019-2020, concerns referred about students included:

- 27% Mental Health or Stress Concern
- 19% Financial Stress; Housing or Food Insecurity
- 14% Potential Threat to Self
- 13% Academic Concern
- 10% Target of Violence/Harm

OUTCOMES

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

DATA COLLECTION METHODS

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



WHAT WE DO

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



4,156

COMPLETED 41 WORKSHOPS, REACHING APPROXIMATELY 4,156 STUDENTS PRIOR TO REMOTE LEARNING

96% OF STUDENTS SAID THEY WERE MORE LIKELY TO INTERVENE AFTER PARTICIPATING IN A WORKSHOP



52%

CASE MANAGERS MANAGED AN OVER 18% INCREASE IN REPORTS OF CONCERN FROM ACADEMIC YEAR 18-19 TO ACADEMIC YEAR 19-20

1,000+

MANAGED OVER 1,400 REPORTS OF CONCERN FROM THE CAMPUS COMMUNITY ABOUT 1000+ UNIQUE STUDENTS

WHAT OUR WORK MEANS TO THE CAMPUS

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



 csi.berkeley.edu
csi@berkeley.edu
510.664.4218

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

PROGRAM DESCRIPTION

The mission of the LEAD Center focuses on supporting student-centered learning and student leadership development through student involvement. By providing advising, resources, and assistance, the LEAD Center empowers individual students and student groups to create and develop their organizations and communities at UC Berkeley. Our hope is that every student finds an organization or community where they can build connections and flourish.

OUTCOMES

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

- Find a connection to an organization or community at UC Berkeley.
- Identify personal interests, values, strengths, and identities and use these attributes to positively shape their communities at UC Berkeley and beyond.
- Hone leadership and relationship-building skills and apply them to strengthen their organizations and communities at UC Berkeley and beyond.

DATA COLLECTION METHODS

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



lead.berkeley.edu
lead@berkeley.edu
510.642.5171



WHAT WE DO

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

The LEAD Center supports student-centered learning and development by helping students to create and develop their organizations and their communities. This happens through the administrative, advising, and programmatic



support the staff provides to various student organizations and communities, including approximately 1,200 registered and sponsored student organizations, 60+ recognized fraternities and sororities (CalGreeks), the ASUC (the undergraduate student government), the Graduate Assembly (the graduate student government), the campus programming board, 50+ student publications, the bridges Multicultural Resource Center, the associated Recruitment and Retention Centers, and Cal Debate.

WHAT OUR WORK MEANS TO THE CAMPUS

With a focus on supporting students and student groups, the LEAD Center provides opportunities for students to build their organizations and communities to provide a sense of belonging, create a culture of leadership development, and support informed, ethical and responsible decision making grounded in Berkeley's Principles of Community.

1,200

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

1,500

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

3,600+

STUDENTS ARE MEMBERS OF ONE
OF THE OVER 60 FRATERNITIES/
SORORITIES THAT MAKE UP THE
CALGREEKS COMMUNITY



New Student Services

PROGRAM DESCRIPTION

The Golden Bear Experience consists of four components:

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

OUTCOMES

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

DATA COLLECTION METHODS

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

- Golden Bear Experience Survey: Extensive survey distributed after GBO completion; 80% response rate.
- Golden Bear Advising Survey: Survey embedded within Golden Bear Prep to assess virtual advising experience; 90% response rate.
- Orientation Leader Survey; 30% response rate.
- Campus Partner Meetings & Focus Groups: Extensive follow up meetings across campus with contributors; focus groups hosted by Student Affairs Communications to assess new student communication.



WHAT WE DO

New Student Services (NSS) supports the holistic transition of incoming undergraduate students. The mission is to give each student the support and resources needed for a successful transition to the Berkeley campus: academically, socially, emotionally, and culturally. New Student Services continues to welcome and support the transition through the Golden Bear Experience. This orientation model has proven to provide a smooth transition for both first year and transfers, introduce



students to the complexity of UC Berkeley experiences, and allow peer to peer connections which foster pride, confidence, and resilience.

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

WHAT OUR WORK MEANS TO THE CAMPUS

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



94.2%

FEEL A SENSE OF BELONGING AT UC BERKELEY

93%

HAD AN OVERALL POSITIVE EXPERIENCE WITH THEIR ORIENTATION LEADER

99%

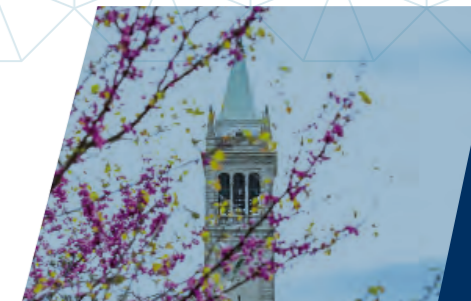
OF ORIENTATION LEADERS WERE APPRECIATED BY THE CAMPUS FOR TAKING THIS VOLUNTEER ROLE

97%

WERE ABLE TO REFLECT ON THE SOCIAL IDENTITIES THAT THEY HOLD AFTER PARTICIPATING IN THE BEAR TERRITORY PROGRAM

95%

FEEL COMFORTABLE REACHING OUT TO FACULTY, STAFF OR STUDENT LEADERS IF THEY NEED ASSISTANCE



orientation.berkeley.edu
nss@berkeley.edu
510.642.7733

Public Service Center

PROGRAM DESCRIPTION

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

OUTCOMES

PSC outcomes support students in building community on and off campus:

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

DATA COLLECTION METHODS

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



publicservice.
berkeley.edu
publicservice@
berkeley.edu
510.642.3916



WHAT WE DO

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



96%

OF PSC LEADER SURVEY PARTICIPANTS SAID THEIR EXPERIENCES WITH THE PSC ENRICH THEIR ACADEMIC LEARNING

200+

PSC STUDENT LEADERS LED OVER 12 PROGRAMS DURING THE 2019-2020 YEAR

\$316,000

OF CRITICAL SCHOLARSHIP FUNDING WAS DISPERSED TO SUPPORT STUDENT LEADERS PARTICIPATING IN COMMUNITY-BASED WORK



40

GRADUATE STUDENTS PARTICIPATED IN TWO COHORTS OF THE NEW AMERICAN CULTURES ENGAGED SCHOLARSHIP LEARNING COMMUNITY ON GRADUATE SCHOLAR-ACTIVISM, INITIATED THIS YEAR.

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 supporting faculty and graduate students 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.



Recreational Sports

PROGRAM DESCRIPTION

Rec Sports excels at providing high-quality recreation, experiential learning, and leadership development opportunities designed to achieve optimal well-being for the campus community.

Inspired by UC Berkeley's diversity, the scope of experiences provided by our department is far and wide-reaching. Students, faculty, staff, and affiliate members have access to multiple wellness facilities, programs, and classes including swimming pools, outdoor learning spaces, fitness classes, and opportunities for healthy competition and team play through Intramural Sports and Sport Clubs.

OUTCOMES

Learning outcomes include the ability to:

- Explore well-being through participation in innovative programming.
- Develop personal agency through the pursuit of life-long healthy activities.
- Create healthy habits that translate to academic success.
- Develop professional skills through a comprehensive workforce training program using individual and team-based learning concepts.
- Apply co-curricular well-being pursuits to academic learning.

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.



recsports.berkeley.edu
recsports@berkeley.edu
510.642.7796



WHAT WE DO

The Department of Recreational 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.

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



As a member of the Rec Sports community, I've had the opportunity to improve my personal fitness and develop my career goals based on my personal interests in health & wellness.

UNDERGRADUATE STUDENT

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

WHAT OUR WORK MEANS TO THE CAMPUS

Recreational Sports provides valuable resources to campus where all are welcome. We provide opportunities to participate in dynamic, innovative, and inclusive programs that inspire engagement, enrich well-being, and bolsters retention through experiential learning and leadership development. These programs provide a vital asset in a competitive recruiting landscape for top talent nationally and internationally.

1.5 million

STUDENT VISITS FROM JULY 2019-MARCH 2020; 14,900 VIRTUAL VISITS FROM MARCH 2020-JULY 2020

\$14 million

OPERATING BUDGET, OF WHICH \$7 MILLION IS IN REVENUE GENERATION



75%

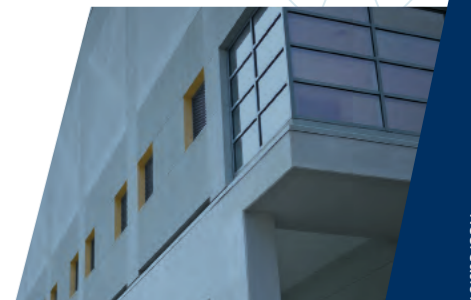
OF THE TOTAL STUDENT POPULATION SERVED (74% WERE UNDERGRADUATE AND 26% GRADUATE)

270,000

VISITS BY 3,300 FACULTY, STAFF, AND COMMUNITY MEMBERS

\$626,000

IN WFAC AWARDS FOR STUDENT WELLNESS PROGRAMMING



Residential Life

PROGRAM DESCRIPTION

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

OUTCOMES

Through Residential Life, residents will:

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

DATA COLLECTION METHODS

Residential Life uses multiple data collection methods. The data shared reflects numbers pulled between January-December 2019. Engagement metrics are gathered primarily through RoomPact and other online portals. Conduct and community standards data is collected through Advocate. Assessment is conducted via Campus Labs/Baseline utilizing various data collection strategies.



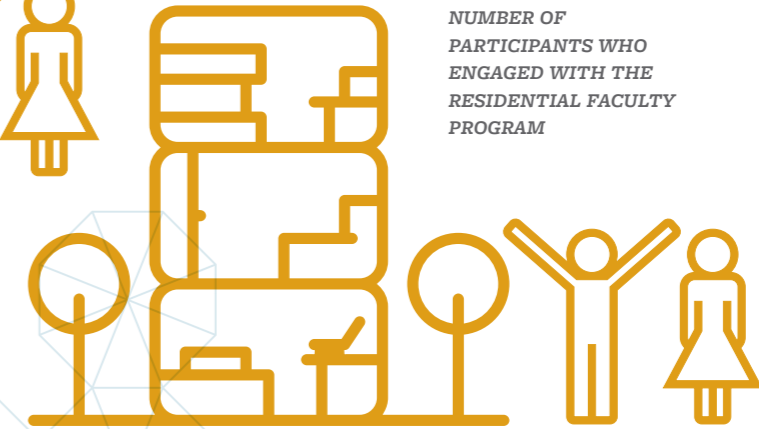
WHAT WE DO

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



6,256

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



3,749

NUMBER OF PARTICIPANTS WHO ENGAGED WITH THE RESIDENTIAL FACULTY PROGRAM

83%

PERCENTAGE OF RESIDENTS WHO REPORTED THAT THEIR RESIDENTIAL EXPERIENCE ALLOWED THEM TO FIND A SUPPORTIVE COMMUNITY AT UC BERKELEY



WHAT OUR WORK MEANS TO THE CAMPUS

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

 reslife.berkeley.edu
rlife@berkeley.edu
510.642.3280

Student Environmental Resource Center

PROGRAM DESCRIPTION

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

OUTCOMES

SERC reinforces its mission by committing to:

- Advancing quality and access of environmental education programs and resources.
- Deepening engagement in the environmental community
- Expanding leadership and professional development opportunities
- Supporting student advocacy, climate resilience, and health and wellness programs
- Diverse and inclusive programming and resources

DATA COLLECTION METHODS

SERC uses multiple methods to collect, evaluate, and analyze outcomes of programs and services. Methods included in the 2019-2020 academic year include demographics survey, assessment surveys, event participation and attendance, and social media and web analytics.



serc.berkeley.edu
serc@berkeley.edu



WHAT WE DO

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



91

HOURS AND OVER 60 MEETINGS HELD BY ENVIRONMENTAL ORGANIZATIONS AT THE SERC SPACE IN FALL 2019

1,000+

ATTENDEES AT THE SEPTEMBER YOUTH CLIMATE STRIKES HELD AT SPOUL PLAZA

200+

STUDENTS PARTICIPATING IN THE SERC MEMBERSHIP PROGRAM



251

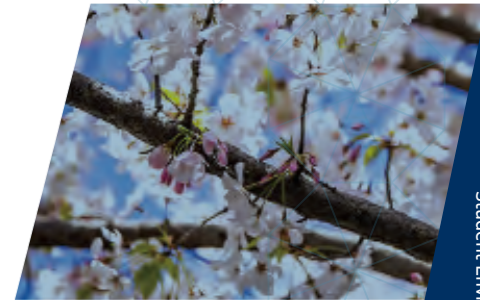
TGIF-FUNDED PROJECTS, INCLUDING 14 NEW PROJECTS IN SPRING 2020. SINCE 2007, OVER \$3.4 MILLION IN FUNDING SUPPORT FOR CAMPUS SUSTAINABILITY PROJECTS

SERC fosters an inspiring, thriving community that's dedicated to cultivating change-makers

SERENA PATEL
4TH YEAR UNDERGRADUATE STUDENT

WHAT OUR WORK MEANS TO THE CAMPUS

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



Student Legal Services

PROGRAM DESCRIPTION

SLS provides the following services:

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

OUTCOMES

After consulting with SLS, students:

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

DATA COLLECTION METHODS

SLS uses multiple data collection methods. We conduct semiannual assessment surveys distributed to SLS clients, which include detailed learning outcomes assessment questions; the latest response rate was 27.7%. 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.



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,



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

SLS UNDERGRADUATE STUDENT CLIENT

child custody disputes, bicycle and car collisions, injuries, harassment and fear for safety, and denials of insurance coverage.

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

WHAT OUR WORK MEANS TO THE CAMPUS

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

1,161

CLIENT CONSULTATIONS LAST YEAR; CASELOAD HAS INCREASED 11 CONSECUTIVE YEARS

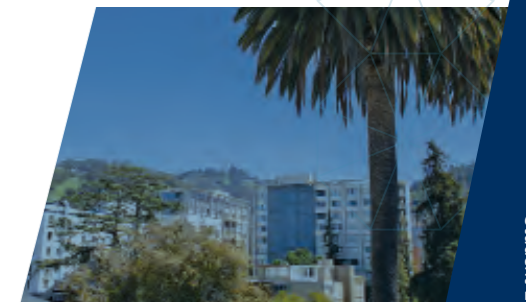
26.6% – 147%

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



85.0%

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



Student Union

PROGRAM DESCRIPTION

The Student Union, in partnership with student leaders, creates and maintains community-focused spaces and programs. We house major centers, including: the Basic Needs Center, BeWell at bNorth, the Food Pantry, LEAD Center, Public Service Center, Queer Alliance Resource Center, Student Environmental Resource Center, and MultiCultural Community Center. We are also the seat for Student Government (the ASUC & GA) to which we provide accounting support and financial advising.

OUTCOMES

- Improved our sustainability by engaging our Green Team to work with our businesses and programs using sustainability score sheets, assessments, trainings, and certifications.
- Supported technology services and tools that improve student life with the Student Technology Fund.
- Revenue generated through the Student Union businesses contributed to supporting student organizations and student government programs.

DATA COLLECTION METHODS

Our data collection spans all of our programs and includes:

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

 studentunion.berkeley.edu
asucstudentunion@berkeley.edu
 510.664.7976



WHAT WE DO

We cultivate community at Cal!

The Student Union is a hub for services, student government, and organizations that help students and the campus community thrive. We operate programs and services that include the Cal Student Store, Berkeley Art Studio, Creative Lab, Event Services, and our non-profit social enterprise restaurants. We also host and support student-run businesses like a bike repair shop, the open computing facility, a thrift store, media center, and more.



We aim to create community-focused programs that bring the campus together.

10,271

EVENTS COORDINATED IN OUR SPACES AND ACROSS CAMPUS

\$2.7M

COMMERCIAL REVENUE GENERATED

8,441

REIMBURSEMENTS PROCESSED TO STUDENT ORGANIZATIONS FOR PROGRAMMING

1,621

ART CLASSES AND WORKSHOPS EXECUTED BY PROFESSIONAL ARTISTS IN OUR STUDIO

\$250,000

REVENUE CONTRIBUTED TO THE ASUC STUDENT GOVERNMENT TO SUPPORT STUDENT ORGANIZATIONS AND PROGRAMS



WHAT OUR WORK MEANS TO THE CAMPUS

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



Cal 1 Card

PROGRAM DESCRIPTION

The Cal 1 Card was designed and developed to provide a standardized and secure method for identifying valid active members of the campus community and their respective eligibility for access to applicable services, benefits, and facilities. Key campus stakeholders are regularly consulted to both address evolving needs and assess emerging technologies for optimized operations, enhanced security, and an improved student experience.

OUTCOMES

- Expanded remote card issuance process to additional graduate program orientations.
- Completed comprehensive IT infrastructure and business operations assessment.
- Ensured continued in-person and remote service availability during ongoing shelter-in-place / campus closure pandemic response directives.
- Negotiated multi-year procurement of enhanced card technology at significant discount.

DATA COLLECTION METHODS

Multiple data collection methods are used, including queries on the CS Gold system, the student information system, and Qless reporting.



WHAT WE DO

The Cal 1 Card Office provides essential identity and access management support services to the entire campus community, primarily via the production and issuance of UC Berkeley's official campus photo identification Cal 1 Card to all eligible students, employees, and affiliates.

The Cal 1 Card is fundamental to students' ability to effectively navigate their university experience. Through collaborative and efficient partnerships on and off campus, the Cal 1 Card photo ID enables students' access to applicable facilities,



corresponding services, and associated resources in an effective and secure manner.

In addition to the multi-faceted benefits associated with the Cal 1 Card, the Cal 1 Card Office also produces and coordinates the issuance of a separate AC Transit EasyPass Clipper Card which affords student access to public transportation services in the East Bay.

WHAT OUR WORK MEANS TO THE CAMPUS

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

30,984

CAL 1 CARDS ISSUED TO STUDENTS, EMPLOYEES, AND CAMPUS AFFILIATES



21,776

CLIPPER CARDS WITH THE ELECTRONIC CLASS PASS ISSUED TO ELIGIBLE STUDENTS, A 12% INCREASE FROM LAST YEAR



16,932

IN-PERSON CUSTOMER SERVICE INTERACTIONS AT THE CAL 1 CARD OFFICE

cal1card.berkeley.edu
cal1card@berkeley.edu
510.643.6839

Cal Dining

PROGRAM DESCRIPTION

Cal Dining operates a variety of locations including Dining Commons, Campus Restaurants and Retail Spaces. We strive to provide a service that is a good value and diversified to our student population. We continue to expand our flexibility in providing meals during all day parts. We also continue to develop our plant forward menus, our employee and student engagement, and our strategic partnership with our vendors. Cal Dining continues to support the basic needs initiative on campus through a comprehensive food donation program and two campus gardens.


OUTCOMES

Cal Dining operational outcomes include:

- Increased plant base purchases options on all menus.
- Decreased sweetened beverage consumption in Dining Commons.
- Increased the availability of Halal and Kosher foods on menus, in part due to implementing Bear Fit stations.
- Capture food donations from campus restaurants to expand options available to students in need.

DATA COLLECTION METHODS

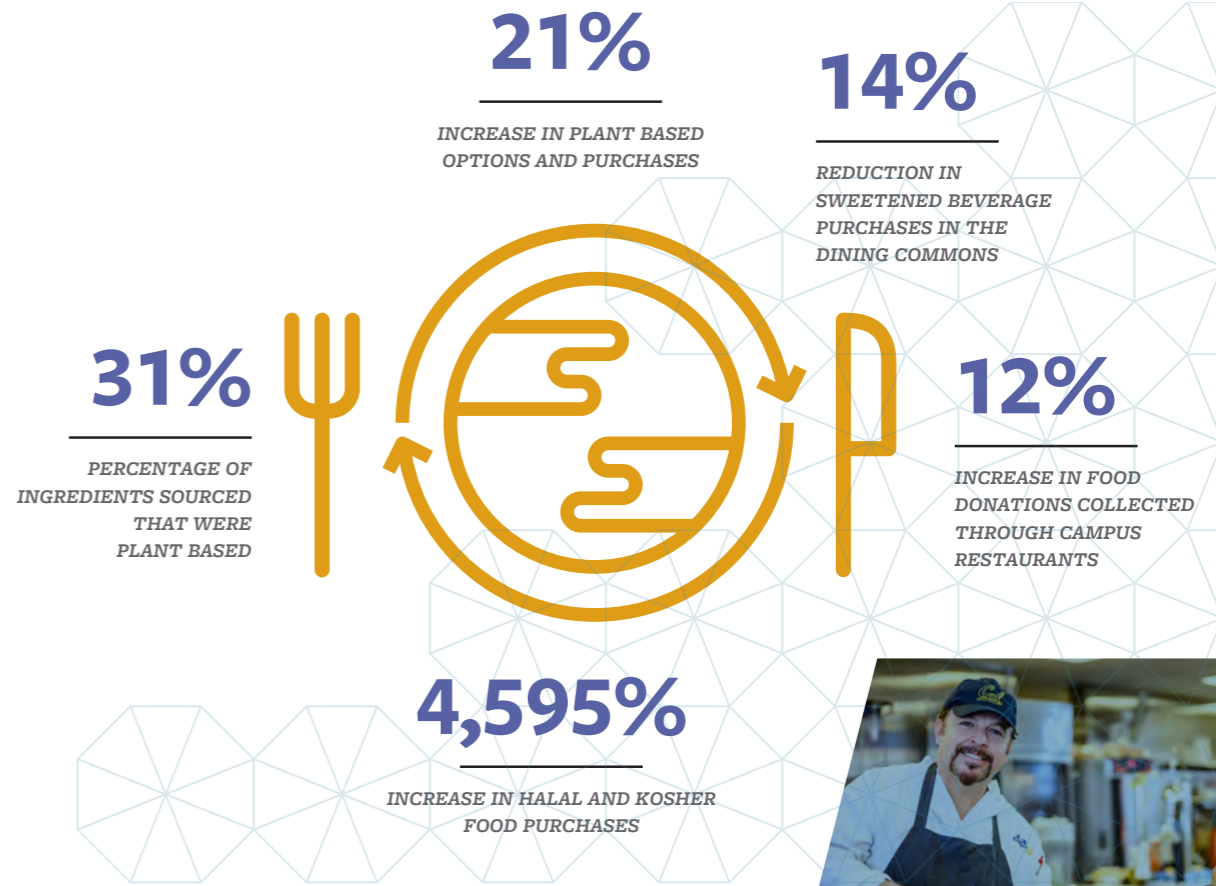
Cal Dining data collection methods include analysis of Eatec, our food management system, and our food donation program. The data collected in this report captures comparisons between July-December 2018 and July-December 2019.

 caldining.berkeley.edu
dining@berkeley.edu
 510.643.8323



WHAT WE DO

Cal Dining strives to serve globally inspired, nutritious, sustainably sourced food while providing an exceptional guest experience. We serve a diverse population of students, faculty, and staff with a wide range of dietary needs. Cal Dining continues to align with Menus of Change, considering the environmental, social and health impacts of responsible sourcing and preparation of food. Cal Dining balances providing these services with being fiscally responsible stewards of our resources. We are committed to providing solutions to food insecurity on campus as well as continuing to decrease both pre consumer and post consumer food waste.



WHAT OUR WORK MEANS TO THE CAMPUS

University Foodservice is an essential part of the student experience. Dining together is a way to socially connect for students, providing nourishment both nutritionally and emotionally. Dining is an opportunity for learning and engagement through the many special events that provide student engagement. Cal Dining is also a source for student employment.

Cal Housing

PROGRAM DESCRIPTION

Cal Housing received 12,450 housing applications; hosted another an On-Campus Housing Fair in the fall to connect students with resources so they could learn about the benefits of living in on-campus housing; integrated StarRez, DocuSign and Perceptive Content Systems to improve Cal Housing’s efficiency in processing both housing applications and housing contracts, which resulted in an improved customer online experience; and added Panoramic Berkeley Apartments into the housing portfolio.

OUTCOMES

Cal Housing supported the following operational outcomes:

- Housing 8,731 students and 915 family apartment units.
- Continued to increase on-campus housing portfolio with new Master Lease Agreements and MOUs.

DATA COLLECTION METHODS

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



WHAT WE DO

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



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

7,639

CAL HOUSING GRANTED FINANCIAL RELIEF TO RESIDENTIAL STUDENTS SEEKING TO CANCEL HOUSING CONTRACTS DUE TO THE COVID-19 PANDEMIC

157

BEDS ADDED FOR CONTINUING STUDENTS IN FALL 2019 WITH THE CREATION OF PANORAMIC BERKELEY APARTMENTS



99%

OCCUPANCY RATE IN THE FALL OF ACADEMIC YEAR 2019 - 2020

19

BEDS ADDED FOR GRADUATE STUDENTS WITH THE ADDITION OF PANORAMIC BERKELEY APARTMENTS



WHAT OUR WORK MEANS TO THE CAMPUS

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

Early Childhood Education Program

PROGRAM DESCRIPTION

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

OUTCOMES

ECEP supports the following outcomes:

- Supporting an inclusive and family-responsive campus.
- Inspiring children's life-long love for inquiry, research, and reflection.
- Better understanding of social, psychological, and learning capabilities of young children and their healthy development.
- Alignment with Gov. Gavin Newsom's initiatives of kindergarten readiness and education for all Californians under three years of age.
- Enabling students, faculty, and staff access to quality childhood education programs.

DATA COLLECTION METHODS

Enrollment packets have identifying information about children, their families, and home life. Big Give information from the give.berkeley.edu reports.



ece.berkeley.edu
ecep@berkeley.edu
510.642.1827



WHAT WE DO

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



Education. ECEP provides fieldwork opportunities for students enrolled in several undergraduate and graduate university courses, and supports important academic research in early development and learning science.

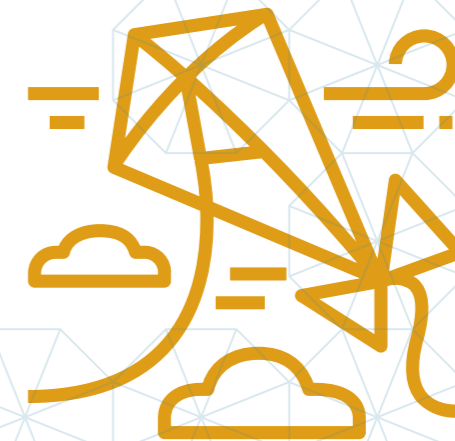
During the COVID-19 pandemic, ECEP provided critical childcare support services to University essential employees. ECEP cared for children from 15 months - 8 years of age and gave crucial developmental support during shelter-in-place thanks to the dedication of our staff and teachers.

WHAT OUR WORK MEANS TO THE CAMPUS

While ECEP supports recruitment and retention for all campus groups (including faculty), many student parents are first-generation college students from underserved communities with competitive offers who choose Berkeley because of ECEP. Thirty-nine percent of all enrolled families are current Berkeley undergraduate and graduate students.

\$4,690

FUNDS RAISED FROM 64 GIFTS DURING BIG GIVE, BERKELEY'S ANNUAL DAY OF GIVING



30%

PERCENTAGE OF ENROLLED STUDENT FAMILIES WHO RECEIVE SUBSIDIZED TUITION

98%

CLASSROOM ENROLLMENT DURING 2019-2020 SCHOOL YEAR



Events and Conferences

PROGRAM DESCRIPTION

Division I college football programs that offer in-stadium beer and alcohol sales nearly doubled between 2018-19. E&C Concessions joined “the party” and introduced a limited in-stadium beer and wine program during the 2019 football season. E&C and its alcohol partner enrolled in Techniques for Effective Alcohol Management (TEAM) training to better manage sale, service, and consumption of alcohol while minimizing alcohol-related injuries and incidents.

OUTCOMES

As an external serving department, the primary business goal of the expansion of in-stadium alcohol sales was to generate incremental revenue and meet the demands from fans and Athletics.

- Staff will be able to safely serve beer and wine to customers.
- Customers will be able to purchase alcoholic beverages in concession stands rather than the beer garden.

DATA COLLECTION METHODS

Data was collected through internal sales reports and alcohol provider’s summary reports.



WHAT WE DO

Events and Conferences (E&C) supports a variety of campus and external programs through summer conferences, concessions, and year-round catering and events.

As a one-stop shop, E&C focuses on high-quality customer service experience by assisting clients with all aspects of event and conference planning, from inquiry through completion. We work with campus partners to improve usage of their meeting/event spaces (Athletics, Alumni House). We also provide Concessions to twelve sports across different venues.



Revenue generated by E&C goes to support students living in residence halls by offsetting room and board rate increases, and financing facilities improvements and new construction.



\$745,863

TOTAL ALCOHOL SALES DURING 2019
HOME FOOTBALL GAMES COMPARED
TO \$358,260 DURING 2018 HOME
FOOTBALL GAMES



WHAT OUR WORK MEANS TO THE CAMPUS

One of the Chancellor’s strategic plans is to “prioritize students’ basic needs for financial support, housing, and food.” The core purpose of E&C is to find creative ways to generate revenue to support students’ housing and dining by offsetting room and board rate increases.



eventsandconferences.berkeley.edu

Events & Catering:
catering@berkeley.edu
510.643.4314

Summer Conferences:
meethere@berkeley.edu
510.642.4444

Facilities

PROGRAM DESCRIPTION

We provide maintenance and improvement of aging infrastructure, most of it occupied 24/7, that meets university and state regulations, ensuring the safety and comfort of our residents and campus community. We also manage response in major emergencies such as power shutdowns that affect our facilities to ensure the safety of our residents, staff and guests.

OUTCOMES

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

DATA COLLECTION METHODS

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



WHAT WE DO

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



Tang Center. In July 2019, we took over custodial service delivery to all ASUC locations resulting in notable increased student, staff, vendor and guest experience.

66

STUDENT-RUN SUSTAINABILITY EVENTS DURING 2019-2020 THROUGH HOUSING & DINING SUSTAINABILITY ADVOCATES PROGRAM

50,000+

ANNUAL WORK ORDERS



82

PROJECTS FUNDED FISCAL YEAR 2019-2020. ACTIVE SUMMER PROJECTS: REPAIR BATHROOM LEAKS AND PARTIALLY REMODELLING STERN. FALL 2020: UPGRADING ADA AT UNIT 3

WHAT OUR WORK MEANS TO THE CAMPUS

We are an important piece to how students experience campus as they spend more hours in our housing than the classroom or library, most notably during their critical first year at Berkeley. Lifelong friendships, partnerships, and academic endeavors are created under our roofs. During the unprecedented time of Covid-19, we supported thousands of our residents for several weeks as they had to suddenly navigate major changes to campus life.

Student Affairs Administration

PROGRAM DESCRIPTION

In 2019-2020, SAA's work prioritized change management and process improvement. We developed a new UCPATH position management system for the division by: creating position roster and funding reports in Tableau; implementing tools and training; and proactive interventions to improve hiring and payroll. Another key focus is support of staff excellence, equity, and engagement. In 2019/20, this work included the launch of the campus' Achieve Together program, the new Collaboration & Belonging series, and professional development services.

OUTCOMES

- Divisional oversight for system-wide migration to UCPATH including participation in campus steering committee, data cleanup, and complex change management.
- Collaborated with the Work-Study Program to create improvements and automations that save staff time and assist with federal reporting requirements and financial reconciliation, and ensure that Berkeley fully utilizes government allocations for student aid.
- Trained all supervisors/managers on Achieve Together.

DATA COLLECTION METHODS

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



sa_administration@berkeley.edu



WHAT WE DO

Student Affairs Administration (SAA) supports the division in making data-driven decisions, fostering a supportive learning environment, and maximizing resources. We do this by focusing on systems, processes, and procedures as well as data analytics, process improvement, internal controls, and structured learning and development opportunities. SAA provides administrative, human resources, project management, analytical, strategic, and organizational support through targeted projects, division-wide initiatives, and representation in campus organizations. We collaboratively



create solutions to increase staff engagement, enhance administrative efficiency, and enable teams to focus on their functional areas of expertise in order to maximize their support of students. We provide consulting and training that improves skills, knowledge, equitable access to opportunity, and leadership accountability; and strategically manage all Human Resources functions at the divisional level.

Nearly 7,000

POSITIONS MANAGED
FOLLOWING UCPATH
IMPLEMENTATION

WHAT OUR WORK MEANS TO THE CAMPUS

SAA invests in solutions that maximize efficiency, promote equity, and enable a culture of learning because this benefits SA and the greater campus community. We represent the division in campus-wide workgroups that strive to improve a diverse spectrum of critical issues—from human resources to project management—and we are known as a leader in best practices and collaborating to achieve outcomes.

Almost \$80,000

AWARDED TO STAFF FROM
THE SA PROFESSIONAL
DEVELOPMENT PROGRAM.
98 UNIQUE INDIVIDUAL
APPLICATIONS FOR FUNDING
WERE SUBMITTED IN THE
FIRST 5 MONTHS!



Student Affairs Business Development

PROGRAM DESCRIPTION

Business Development generates new revenue through meaningful divisional, campus, and community partnerships. These partnerships add value to the student experiences through experiential events, new initiatives and social enterprise programs.

OUTCOMES

1. Cal Career Center - secured five new Berkeley Circle Sponsors.
2. Cal Esports - hosted 85+ community events. Teams won two national championships.
3. Holiday Dinner – served 500+ Cal students and families. Supported by 60+ volunteers.
4. Caltopia 2019 - featured 120+ exhibitors and 100+ student entertainers.
5. Pizzeria 1868 - co-developed new Cal Dining to-go concept.

DATA COLLECTION METHODS

We collect data through onsite event attendance, Facebook and Twitter analytics, online surveys, and campus focus groups.



WHAT WE DO

Business Development is the gateway for connecting brands with 40,000 UC Berkeley students at the world's premier university.

The Cal student body is a multinational and economic powerhouse that contributes over \$500 million annually into the Bay Area economy. Our unique position within the Student Affairs Division allows us to tap into the undergraduate student experience at key moments during the academic year.

busdev.berkeley.edu
busdev@berkeley.edu
510.631.2740

\$55,000

IN NEW SPONSORSHIP REVENUE
THROUGH THE CAL CAREER CENTER
BERKELEY CIRCLE PROGRAM

35,000+

CAL STUDENTS AND CAMPUS
SUPPORTERS ATTENDED
CALTOPIA 2019

100+

EXPERIENTIAL AND SOCIAL
MEDIA PARTNERSHIP WITH
CAMPUS DEPARTMENTS AND
STUDENT ORGANIZATIONS



WHAT OUR WORK MEANS TO THE CAMPUS

We build community, lifelong learning, and wellness through the following Cal Esports and Social Good programs and events: Women in Gaming, Cal Esports Career Connections & Game Talks, Cal Day Esports Virtual Open House, Berkeley Rep Performances, Caltopia, Community Holiday Dinner, and the launch of Pizzeria 1868.



Student Affairs Business Operations

PROGRAM DESCRIPTION

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

OUTCOMES

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

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

DATA COLLECTION METHODS

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



busops.berkeley.edu
busops@Berkeley.edu
510.643.5100



WHAT WE DO

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



also serves as an internal bridge for Student Affairs units to Berkeley Regional Services (BRS), 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.

WHAT OUR WORK MEANS TO THE CAMPUS

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

\$533,094.45

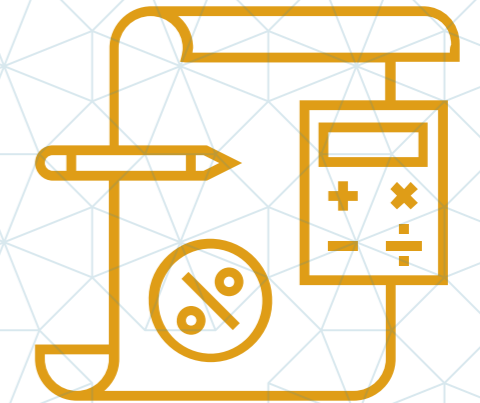
NON-COMPENSATION
EXPENSE REDUCTIONS
ACROSS THE DIVISION

25,935

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

\$78,774

SAVED THROUGH THE LANDLINE
TO CELLULAR PHONE CONVERSION
PROJECT WITH THE ADDED BENEFIT OF
IMPROVING REMOTE WORK CAPABILITIES



Student Affairs Communications

PROGRAM DESCRIPTION

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

OUTCOMES

We supported the following learning and service outcomes:

- We empowered students to access opportunities and resources to maximize their investment in their education.
- We helped students navigate the resources they need to be successful during college and beyond.
- We helped departments effectively communicate, using data and metrics to drive results, including marketing campaigns to increase revenue.
- We helped leaders navigate and manage change.

DATA COLLECTION METHODS

We used multiple data collection methods based on the communications goals and tactics for each campaign. We leverage social media tool Instagram analytics, email marketing tool MailChimp analytics (which includes industry averages), and daily website views and print circulation data for the major news outlets featuring Student Affairs in news stories.



sa.berkeley.edu/sacomms
sacomms@berkeley.edu
510.642.3784



WHAT WE DO

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



10,000,000+

MEDIA IMPRESSIONS DURING THE 2019-20 FISCAL YEAR, INCLUDING NEW YORK TIMES, LOS ANGELES TIMES, SAN FRANCISCO CHRONICLE, AND MANY MORE.

833,000

NET GROWTH OF IMPRESSIONS FOR UNDERGRADUATE ADMISSIONS INSTAGRAM ACCOUNT IN JUST 11 MONTHS.

82%

AVERAGE OPEN RATES ON OUR COVID-RELATED TARGETED EMAILS TO STUDENTS DURING THE SPRING SEMESTER (INDUSTRY AVERAGE ~20%).

WHAT OUR WORK MEANS TO THE CAMPUS

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



Student Affairs Information Technologies

PROGRAM DESCRIPTION

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

OUTCOMES

Highlights of our work include:

- Replacing more than 600 Windows workstations and 102 servers.
- Simplifying financial aid process through implementation of CampusLogic system.
- Integrating Recreational Sports Facility turnstiles with CalCard system.
- Expanding technology support available to underrepresented and underserved students.
- Increasing efficiency of housing assignments through implementation of PortalX platform.
- Raising dining revenue and increased customer satisfaction by making meal plans more flexible.

DATA COLLECTION METHODS

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



WHAT WE DO

Student Affairs Information Technologies (SAIT) provides technology leadership and support to the Division of Student Affairs, and technical support, education, and hands-on learning and leadership opportunities for students. The Student Affairs Projects team supports divisional strategy, oversees the technology portfolio, and manages projects. Our deep knowledge and understanding of our students' and staff needs, coupled with our technical expertise and responsiveness, makes SAIT a trusted partner.



Working at SAIT was one of the highlights of my time at Cal. It's a unique opportunity to get technical experience, regardless of background. For any student I meet looking for a campus job, I always recommend SAIT because of the competitive pay and encouraging learning environment.

SAIT STUDENT EMPLOYEE

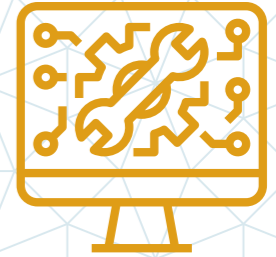
SAIT's nationally-recognized student IT leadership program allows us to provide our services while training student employees and preparing them for professional roles after graduation.

WHAT OUR WORK MEANS TO THE CAMPUS

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

24

TECH PROJECTS
COMPLETED SINCE
JULY 1, 2019



75

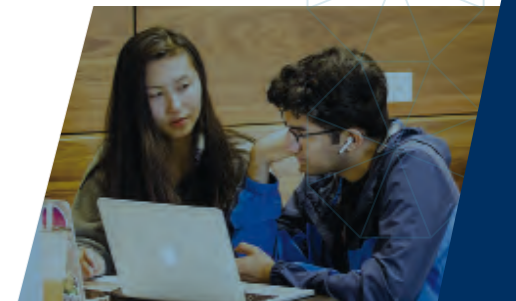
PART-TIME STUDENT
EMPLOYEES WORKING
IN SAIT

5,500

INDIVIDUAL STUDENTS
SERVED BY STUDENT
TECHNOLOGY SERVICES
STUDENT HELPDESK

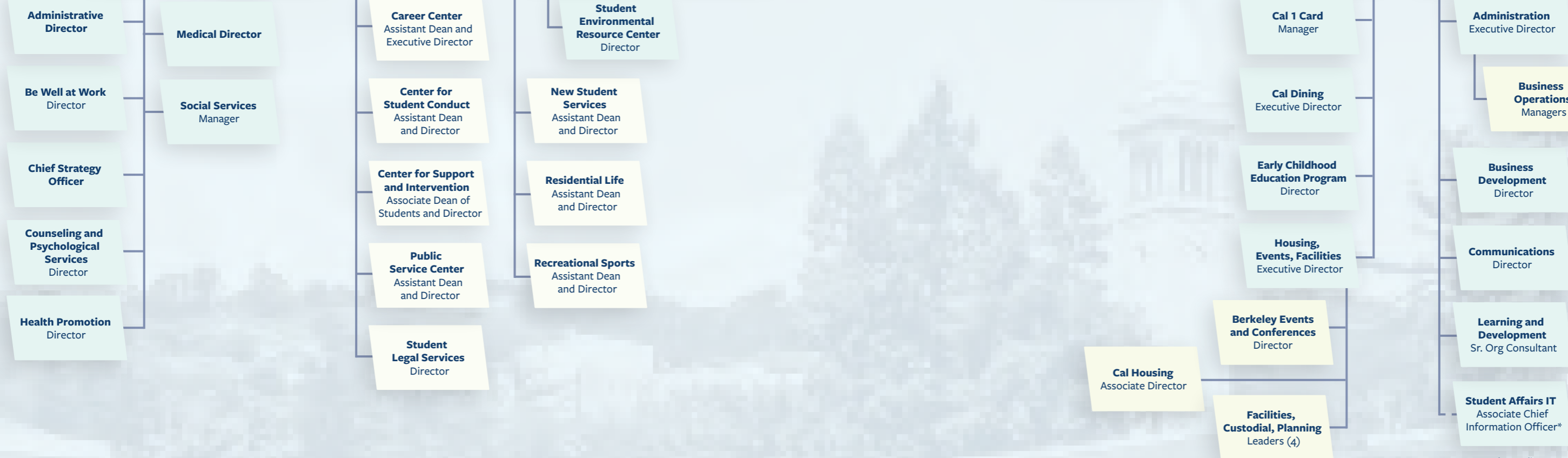
35

NEW TECHNOLOGY
PROJECTS REQUESTED
BY 13 STUDENT AFFAIRS
DEPARTMENTS



sait.berkeley.edu
saitservice@berkeley.edu
Student Technology Services:
studenttech.berkeley.edu
sts-help@berkeley.edu
510.642.HELP
Student Affairs Projects:
saprojects.berkeley.edu
saprojects@berkeley.edu

Student Affairs Organizational Structure



* SAIT has a direct reporting line to IST



Student Affairs Professional Standards

The following are some of the many resources that articulate the professional standards (knowledge, skills, behaviors) expected in fields within UC Berkeley's Division of Student Affairs. In addition to this list, this year our Division relied on insight from Public Health experts and guidance from the Center from Disease Control and Prevention while managing changes and needs during the COVID-19 pandemic.

AAAHC — Accreditation Association of Ambulatory Health Care, Inc.

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

ACHA — American College Health Association

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

ACPA — College Student Educators International Association

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

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

ACUHO-I demonstrates the positive 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.

APA — American Psychological Association

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

ARC — American Red Cross

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

ASCA — Association for Student Conduct Administration

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

BOC — Board of Certification for the Athletic Trainer

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

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

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

CAS — Council for the Advancement of Standards in Higher Education

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

Case Management

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

Chapman Institute — Worksite Wellness

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

California Board of Pharmacy (Laws)

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

COSUAA — Coalition of State University Aid Administrators

COSUAA provides a national forum on student aid issues and topics, shares ideas and assists member institutions in promoting and developing effective financial aid programs and practices, and promotes 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.

Higher Education Case Managers Association

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

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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.

IOA — International Ombudsman Association

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

Medical Board of California
The Medical Board of California protects health care consumers through the proper licensing and regulation of physicians and surgeons and certain allied health care professionals and through the vigorous, objective enforcement of the Medical Practice Act, and promotes access to quality medical care through the Board's licensing and regulatory functions.

NaBITA — National Behavioral Intervention Team Association

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

NACAC — National Association for College Admission Counseling

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

NACADA — National Academic Advising Association

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

NACE — National Association of Colleges and Employers

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

NAEYC — National Association for the Education of Young Children

NAEYC is a professional membership organization that works to promote high-quality early learning for all young children, birth through age 8, by connecting early childhood practice, policy, and research.

NASM — National Academy of Sports Medicine

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

NASFAA — National Association of Student Financial Aid Administrators

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

NASPA — National Association of Student Personnel Administrators

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

NATA — National Athletic Trainers Association

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

NIRSA — Leaders in Collegiate Recreation

NIRSA comprises and supports leaders in collegiate recreation and supports members' learning and growth by

fostering lifelong habits of wellbeing.

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

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

NWI — National Wellness Institute

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

Project Management Institute

Project Management Institute (PMI) is the world's leading association for those who consider project, program or portfolio management their profession.

State Bar of California

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

USLAWR — University Student Legal Services Association - Western Region

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

WELCOA — Wellness Council of America

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





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Division of
Student Affairs

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