Our Vision

The Division of Student Affairs will give every student a transformational experience that is unsurpassed in preparing them to transition into global citizens. We’ll make a big, public institution feel smaller and help students navigate through all aspects of the student experience. We will advocate for and with students as they transition into, navigate through, and connect beyond their UC Berkeley experience. Additionally, we aspire to create a culture of continual improvement and collaboration for our staff, pursue equity in compensation, and foster professional development and growth opportunities at all levels.

We strive to be one of the best places to work in student affairs in the nation.
Letter from the Vice Chancellor for Student Affairs

I am pleased to introduce the 2023 Impact Report. This edition of our Impact Report provides a retrospective look at a pivotal time of transition and growth for our division.

At UC Berkeley, we provide a transformative student experience that shapes our students’ lives and gives them the tools and skills they need during their time on campus and long after they graduate. We want our students to leave feeling like Berkeley helped them thrive and achieve their definition of success. Most importantly, we want our students to feel that they belong at Berkeley.

We have aspirations of the Division of Student Affairs being one of the best in the nation for both students and staff. We want to make a big public institution feel smaller by creating a strong sense of community. We understand that navigating the complexities of our culture and campus can be daunting, which is why we are here to support our students and act as translators of the student experience. We want our students to feel that every door is the right door and that we are here to provide a safety net and collaborate with them towards any challenge that may arise.

We remain just as dedicated to our staff. Our vision includes challenging and supporting all staff striving to achieve their personal and professional goals. We want to dream together and provide a culture of continual improvement, growth, and collaboration. We aim to create staff experiences grounded in our values of diversity, equity, inclusion, belonging, and justice. We want our staff to feel seen and heard and know that they contribute to making our organization the best for all others.

This report speaks to the great work we have accomplished over the past year and outlines some things that lie ahead in our future. Behind these many data points are the compelling stories of staff working hard to fulfill the commitments we have for our diverse student community, as well as the stories of students that have been positively impacted by our mission, values and intentions.

I hope you enjoy this report.

Stephen C. Sutton, Ed.D. (he/him/his)
Vice Chancellor for Student Affairs

@DrSteveSutton
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, resulting in behaviors that enable them to navigate their world. 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.

College campuses are constantly changing, like the rest of our world. We can draw on student development theory to help us respond to these emerging changes. One such theory that informs this change management is Kurt Lewin’s (1936) behavioral theory. This theory says that individual behavior is a function of both the person and the environment (B = f (P, E)). As student affairs professionals, we need to consider the context and culture of our environment in order to create effective strategies and programs that facilitate the development of our students. Student development theory provides us with a range of diverse tools and perspectives to create the best communities that we can.

In Fall 2022, we unveiled the Student Affairs Vision as one of our guiding principles. The Vision encompasses two key themes: fostering successful student transitions by making a big, public institution feel smaller and cultivating a culture that inspires personal growth and nurtures a strong sense of community for both our divisional staff and students. This Vision serves as our destination and illuminates our path as a division.

To support this Vision, we have established two comprehensive division-wide plans. The Student Affairs Strategic Plan advances the development of our people, services, and programs and drives us closer to realizing our Vision. Additionally, the Student Life Master Plan, which complements the campus’s long-range development strategy, aims to renovate, rebuild, and create new spaces and enhance our physical environments where we come together as a community and provide the essential services and programs integral to our Vision.

These initiatives - our Strategic Plan and our Student Life Master Plan - have only been made possible through the commitment, leadership, and hard work of our Student Affairs staff and the invaluable input and feedback provided by our student body. We are grateful to everyone who continues to contribute their time, knowledge, and resources to these initiatives. It truly takes a village.
A Look Back: Strategic Plan Initiatives

All of this work began with our Strategic Plan, launched in 2019. This year, we wrapped up the implementation of our Year 1 initiatives and kicked off the initiatives for Years 3-5. Here is what we accomplished during our first year of implementation and where we are headed for the next several years within each priority area:

Transforming the Student Experience

Create a positive and equitable experience for students during their time on campus to ensure the Berkeley we promote reflects their lived experience.

96.9% OF NEW STUDENTS WERE ABLE TO REFLECT ON THE IDENTITIES THEY HOLD AND FEEL THAT THOSE IDENTITIES HOLD VALUE AT BERKELEY AFTER ATTENDING BEAR FOUNDATIONS.

34,463 SALESFORCE TICKETS CLOSED BY CAL STUDENT CENTRAL AND PARTNER OFFICE STAFF, PROVIDING STUDENTS WITH ACCURATE AND TIMELY INFORMATION TO MEET THEIR NEEDS.

1,805,654 VIEWS ON OUR CENTRAL UC BERKELEY TIKTOK ACCOUNT, PROVIDING STUDENTS RESOURCES AND CONNECTION IN ONE CENTRAL LOCATION.

30 MIGRATION OF 10 STUDENT AFFAIRS WEBSITES TO NEW MOBILE-FIRST WORDPRESS PLATFORM, WITH A 95/100 AVERAGE WEBSITE ACCESSIBILITY SCORE AT LAUNCH BY STUDENT AFFAIRS COMMUNICATIONS.

16,000 STUDENTS ATTENDED FREE STUDENT UNION HOSTED EVENTS, WHICH PROVIDE RESOURCES AND HELP STUDENTS BUILD COMMUNITY.

83% OF UNDERGRADUATE RESIDENTS REPORTED THAT THEIR RESIDENTIAL EXPERIENCE ALLOWED THEM TO FIND A SUPPORTIVE COMMUNITY AT UC BERKELEY.

150%+ MORE THAN 150% INCREASE IN THE NUMBER OF ADMITTED UNDERGRADUATES OFFERED AUGMENTED FINANCIAL AID PACKAGES WITH A REDUCED NEED TO BORROW AND/OR WORK.

Years 3-5 Initiatives

- Draft recommendations for the Residential First-Year Student Experience to inform a three to five-year strategic plan to enhance the student experience for first-year residents living on campus, including transfers and graduate students, and align budgets and resources accordingly.
- Review and make recommendations for Student Affairs Communications to be more integrated, streamlined, and student-focused (i.e., websites, newsletters, social media, email). Review the current names/brands of departments and make recommendations for a refresh/update as needed (to be more reflective of the purpose of the dept. to support navigation).
- Assess the balance of proactive/preventative services and programs with intervention/response actions and recommend providing more upstream measures to reduce the escalation and harm of cases and situations.
- Collect, explore, and identify business hours for offices and services to better meet the diverse needs of students in expansive modalities (i.e., weekend/evening hours, hybrid delivery).
- Review the ambiance and aesthetic design of physical spaces and make recommendations to be more welcoming and student-friendly, focusing on high-impact student spaces, including Sproul Hall and Student Union.
Culture of Equity, Inclusion, and Belonging

Recognize diversity in staff needs and prioritize equitable practices to ensure all staff and community members feel they belong, are valued for their contributions, and can show up as their authentic selves.

$2.9M IN FUNDS ALLOCATED TOWARDS COMPENSATION EQUITY ACROSS THE ORGANIZATION.

65 SENIOR LEADERS SUCCESSFULLY COMPLETED A 10-PART SERIES ON ENHANCING THEIR SKILLS, KNOWLEDGE, AND LEADERSHIP THROUGH DIVERSITY, EQUITY, AND INCLUSION FLUENCY SERIES.

100% OF SAIT EMPLOYEES COMPLETED UC SYSTEMWIDE HR MANAGING IMPLICIT BIAS CERTIFICATE.

Over 400 HOURS COMBINED OF DEIB TRAININGS BY UHS MANAGERS AND SUPERVISORS.

100stellar professionals piloted a three session series on understanding trauma and developing trauma-informed responsive strategies to create a more safe work environment.

Over 25 DEI PROGRAMS AND INITIATIVES ARE EMBEDDED AMONGST THE UNITS AND TEAMS TO ENGAGE AND IMPROVE STAFF CULTURE BY INCREASING AWARENESS, CONVERSATIONS, OPPORTUNITIES, AND ACCESS.

Years 3-5 Initiatives

- Establish a comprehensive equity-oriented hiring process. Include a review of the interim position process.
- Develop DEIBJ competencies and behavioral anchors, and develop educational modules/training, including trauma-informed framework and practices for student leaders and student employees, all Student Affairs staff, and direct student development staff.
- Launch a divisional staff experience survey that complements My Experience and Pulse survey responses that can inform program and services for staff.
- Bring together divisional DEIBJ champions to inventory DEIB work, share best practices, and collaborate.
Financial Stability
Promote an equitable division-wide culture that aligns our fiscal priorities with our values of fiscal accountability, transparency, and stability.

$28.6 million
Raised for financial aid & scholarships administered scholarship funds by SED fundraising team. Last academic year, the financial aid and scholarships office disbursed $10 million to 22,126 students — that’s about $17 million more and 420 more students than received aid at the same time last year.

$3.9 million
Transformational gift secured by SED fundraising team in support of student mental health and health equity. These funds facilitated staff growth and provided financial support to students, resulting in an increase in appointment availability, reduced wait times, and increase in access to mental health services.

$29 million
Total raised funds by the student experience and diversity (SED) fundraising team.

$17 Million
In funding for over 5,000 students from new programs including middle class scholarship 2.0, Native American opportunity plan, California volunteers, and learning-aligned employment program.

Over 4,300
Youth served by Berkeley youth recreation, with the 2023 summer camps at 93% capacity.

25%
Increase in Berkeley dining off campus meal plan sales from FY22 to FY23.

Years 3-5 Initiatives
- Develop a funding strategy in support of appropriate staffing levels to meet student needs and population growth.
- Develop and implement a comprehensive strategy to maximize sales revenue related to catering/retail, expansion of health care services, including dental, and more.
- Streamline and codify financial support/cost recovery for services provided by Student Affairs to other campus units.
- Coordinate expansion of fundraising and sponsorship opportunities, including establishing all units as donor-ready with infrastructure to support fundraising and implementation (including support towards establishing a debt-free UC).
- Identify funding sources; set fundraising goals; seek sponsorship opportunities; develop and package narratives for fundraising (sponsor a student for their time at Berkeley, themed housing, etc.).
- Develop a capital investment plan that includes identifying and addressing deferred maintenance and identifying a financial support plan.
Health Justice & Holistic Well-Being
Create a campus experience that supports individual fulfillment, inspires community engagement, and requires a collective commitment to advancing health justice and holistic well-being.

85% of students engaged with recreation & wellbeing services.

89,600 total UHS visits of which 30,845 were telehealth visits.

Under 3 day wait time to see a counselor for those seeking out mental health visits.

1,746 care reports received and managed for students in distress.

Years 3-5 Initiatives

- Collaborate with partners and provide subject matter expertise in developing and refining the pandemic, disaster, and other health-related emergencies as part of a larger campus/divisional Emergency Response Plan.
- Assist the Campus Mobile Crisis Response program that includes a team of mental health professionals and peer workers to serve as first responders in wellness checks and mental health emergencies, providing rapid response and in-the-field assessment, crisis management, transport, and referral, using culturally informed practices and interventions at all levels.
- Design a full continuum of high-quality wraparound medical, mental health, and wellness services for students offered by professionals and a peer workforce specifically trained in neurodivergent care competencies.
- As a Health Promoting University (Okanagan Charter), assist the campus and the division in significantly expanding the integration of health and well-being into everyday operations, business practices, and academic mandates.
- Implement a campus Total Worker Health program that integrates protection from work-related safety and health hazards with promoting injury and illness-prevention efforts to advance worker well-being.

89,600 total UHS visits of which 30,845 were telehealth visits.
Organizational Behavior & Development
Provide an inclusive culture that fosters trust, transparent decision-making, recognizes value, and builds innovative processes and systems.

62
HOURS SPENT IN TRANSITIONING TO THE NEW JDX FOR BUILDER SYSTEM INCLUDING CONSULTING, TRAINING, AND RESOURCE DEVELOPMENT.

20,000
REPORT VIEWS ON THE STUDENT AFFAIRS SITE IN TABLEAU AND USED BY OVER 300 EMPLOYEES, INCLUDING CAMPUS LEADERSHIP.

41%
INCREASE IN HYBRID MEETINGS RESULTING FROM UPGRADED CONFERENCE ROOM TECHNOLOGY.

6
HOURS OF STAFF TIME SAVED WEEKLY BY USING STATE-OF-THE-ART CUSTODIAL EQUIPMENT.

Years 3-5 Initiatives
- Establish intentional first-year experiences to ensure staff achieves belonging, professional development/network, and division-wide success.
- Streamline divisional (centralized) services for better service delivery, coordination across divisional resources, reduced duplication, and responsiveness to current and future divisional needs.
- Strategize and implement Student Affairs space reconfiguration to be responsive to the student-centered delivery model and improve staff experience.
- Create an organizational learning plan outlining how we use internal and external data/insights to inform decision-making and priority setting.
- Establish Student Affairs’ mission and values and be intentional about reinforcing the culture that will support achieving them.
The Student Affairs Diversity, Equity, Inclusion, Belonging, and Justice (DEIBJ) Staff Advisory Board

The charge of the Student Affairs Diversity, Equity, Inclusion, Belonging, and Justice Staff Advisory Board is to serve as an advisory body to the Vice Chancellor for Student Affairs and their leadership team on the holistic staff experience from a diversity, equity, inclusion, belonging, and justice (DEIBJ) framework.

PURPOSE
The advisory board serves as a thought partner, providing input and guidance, elevating the various staff experiences, identifying needs, gaps, and opportunities, articulating staff impact, drafting recommendations, and identifying potential stakeholders. The advisory board meets with the Vice Chancellor on a monthly basis.

The advisory board navigates through a diversity, equity, inclusion, belonging framework to examine the complete life cycle of divisional employees and systems, processes, and structures that staff interact with directly and indirectly. Some examples of areas include community and belonging, divisional communications and messages, and staff development and learning.

This past year, we welcomed ten new staff members from various units and departments within our division. Each staff member offers unique, creative, and innovative recommendations in advancing and elevating DEIBJ perspectives. The advisory board has consulted on and with multiple stakeholders, and initiatives such as the Student Affairs strategic plan, staff appreciation week, workforce demographics, navigating Student Affairs virtual services, State of the Division, Space Planning Workgroup, and communications frameworks and practices.

Additionally, in response to a series of harmful events locally and state-wide, members of the advisory board hosted the first ever community engagement event for all staff to participate in various activities such as reflection writing, arts and crafts, mindfulness walk around campus, and facilitated spaces to get to know each other. Our goal was to create time and opportunity for staff to break away from their work space to destress and relax by connecting with each other as a community and creating a sense of belonging.

This year the advisory board integrated sub-working groups that interconnect with the strategic plan including creating a staff experience survey aimed to understand post-pandemic needs, establishing affinity spaces to foster belonging and retention of staff, and offering intentional resources such as trainings, books, and listening sessions for staff to implement within their teams.

Advisory Board Members
Diversity, equity, inclusion, belonging, and justice work is deeply personal and rooted in historical and systemic impact on our social and salient identities. We thank our advisory board members for their time, energy, and contributions thus far.

Lien Truong (she/her) Chair, Interim Senior Advisor on Equity and Belonging for Student Affairs
Miguel Angel Avila Jr. (he/him) Financial Aid Counselor, Financial Aid & Scholarships Office
Revaé Contreras (she/her/they/them) Assistant Director for Engineering & Physical Sciences, Career Center
Tiffany Melendez (she/her) Health Educator, University Health Services
Luis Rodriguez (he/him) CSC Director, Cal Student Central

Warren Whitfield (he/him) Student Insurance Office Manager, University Health Services
Casey Huang (she/her) Associate Director, Public Service Center
Cristal Carpinteyro (she/her) Housing Facilities Manager
Daisa Pimentel (she/her) Adviser & Project Analyst, Student Affairs Finance
Jaime Santoyo (he/him) Student Union Facilities Director
Kiran Johl (she/her) Employee Assistance Counselor, University Health Services

Marvin Floyd II (he/him) Inclusive Recreation Coordinator, Recreational Sports
Stacy Hunter (she/they) Graduate Student Housing Coordinator, Residential Student Services
Stefan Montour (he/him) Associate Director in Admissions, Enrollment Management
Victor Sanchez (he/they) Interim Program Director for Queer Alliance Resource Center (QARC), LEAD Center
Michael Cervantes (he/him) Senior Assistant Director in Admissions, Enrollment Management
Berkeley Career Engagement

PROGRAM DESCRIPTION
Berkeley Career Engagement focuses on three critical aspects of the career journey of undergraduate and graduate students. We engage students on their journey to reflect, discover, and design a personally meaningful career. We connect students with alumni, employers, and their larger professional community to forge meaningful relationships that will guide them into their early career. We empower students to develop the professional confidence and experience necessary to secure the career opportunities they seek.

GOALS
- Implement new program strategy focused on campus partner collaboration
- Bring back more in-person career fairs to connect employers and students
- Expand reach to affinity-based populations on campus through promotion of resources
- Career Education Team maintains a Net Promoter Score of 95% annually for individual appointments.

DATA COLLECTION METHODS
Several surveys are utilized annually to better understand the needs, expectations, outcomes, and feedback from students, employers, and alumni. Event attendance tracking for workshops, career fairs, and appointments are maintained through Handshake, and surveys are collected using Qualtrics and Google Forms. Net Promoter Scores are analyzed monthly for student satisfaction of 1:1 career counseling appointments.

WHAT WE DO
We prepare undergraduates, graduate students, and recent alumni to make informed decisions about their futures by providing comprehensive resources and programs. We facilitate and develop connections between students, alumni, and employers. We provide coaching on career development, internships, employment, and graduate school, all with the goal of becoming career ready through the three C’s: Clarity, Connections, and Competitiveness.

Our goal is to cultivate a university-wide culture of career readiness, where every student engages in meaningful experiences, has a supportive professional community, and is empowered to achieve lifelong career success.

WHAT OUR WORK MEANS TO THE CAMPUS
We create a culture of collaboration across campus to support the university’s mission by creating opportunities for students to become career ready. We stay current with market trends to provide insights about relevant opportunities for students to reach their full potential. We provide comprehensive programs to support students’ personal and professional development.

Berkeley Career Engagement

2022–23 Impact Report
Division of Student Affairs
bridges Multicultural Resource Center and 7-Recruitment and Retention Centers

PROGRAM DESCRIPTION
Outreach programming to prospective high school/community college students includes: BRRC’s Bay Area College Tour (BACT), Raíces Transfer Student Program (RTSP) and REACH! Bay Area OutREACH!

On-campus retention programming includes: INC Sunrise Ceremony at Alcatraz, bridges Boost Week, and RRR Study Week Jams

Yield programming includes: Senior Weekend and Transfer Weekend, where students are invited to learn more about what the UC Berkeley student experience has to offer.

WHAT WE DO
bridges Multicultural Resource Center is composed of seven identity-based Recruitment and Retention centers (RRC) that are student-run, student-led, and student-initiated:

- bridges Multicultural Resource Center (bridges MRC) founded in 1996
- Black Recruitment and Retention Center (BRRC) founded in 1983
- Indigenous Native Coalition Recruitment and Retention Center (INC) founded in 1996
- Middle Eastern - North African Recruitment and Retention Center (MENA RRC) founded in 2012
- Mixed @ Berkeley Recruitment and Retention Center (MRRC) founded in 2005

- Pilipinx Academic Student Services (PASS) founded in 1985
- Raíces Recruitment and Retention Center (Raíces) founded in 1970s
- REACH! Asian and Asian American Recruitment and Retention Center (REACH!) founded in 1994

There are three dedicated professional staff that support bridges leaders by centering student empowerment, transformation, and leadership development to aid students in creating and developing their own programs and respective centers. These advisors serve and support the coalition of student leaders, and provide transformational advising, leadership and identity development, programmatic guidance, and socio-emotional support.

WHAT OUR WORK MEANS TO THE CAMPUS
bridges is a student-run organization that was established in response to California’s Prop. 209 to ensure efforts for demystifying higher education to historically marginalized students of color would prevail. bridges’ mission ensures UC Berkeley not only has a diverse student body population, but also provides them with a sense of belonging. The meaning of the work connects us to create an inclusive campus where students can be their authentic self.
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 to achieve positive learning outcomes.

GOALS
As a result of engaging with our office, students will be able to:
- 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.

WHAT OUR WORK MEANS TO THE CAMPUS
Our work positively contributes to the student experience as we challenge students to consider how their decisions and actions impact others in our community. We strive to help create community and foster mutual respect and equity of experience, while providing opportunities for students to learn about resources and tools to assist in their personal development at UC Berkeley.
Center for Support and Intervention

PROGRAM DESCRIPTION
Our Case Management work provides limited threat assessment, consultation, collaboration, and intervention for students, faculty, staff, and the community to prevent harm and violence in our campus and community. Our Violence Prevention and Harm Reduction work provides direct training to students and staff on bystander intervention and hazing prevention strategies, supports students in recovery, and advances campus harm reduction efforts.

GOALS
- Continue to intake and manage high-level cases of student distress to provide support for some of our most vulnerable student populations.
- Increase Collegiate Recovery Program visibility and expand harm reduction education & Naloxone access for the campus, particularly in residential facilities.
- Increase campus community members trained to recognize and intervene when harm is occurring, particularly with the new Bears That CARE Hazing Prevention workshop.

DATA COLLECTION METHODS
Data are gathered continuously through reports of concern, analysis of usage and referral metrics, attendance counts, and post-service surveys for students who access case management services, educational workshops, events, and support groups through CSI.

WHAT WE DO
The Center for Support and Intervention (CSI) addresses prevention and intervention for harm and violence on campus and provides support to students experiencing or causing distress in the campus community. CSI provides training to students, staff, and faculty to increase their knowledge and confidence in supporting students in crisis, and Case Managers provide one-on-one support for students and coordinate with campus partners to provide students with assistance during times of hardship. CSI also oversees the Bears That CARE bystander intervention program, coordinates the university’s interdisciplinary Students of Concern Committee, founded and co-chairs the university’s Hazing Prevention Collaborative, and hosts the Collegiate Recovery Program.

WHAT OUR WORK MEANS TO THE CAMPUS
We work to enhance the undergraduate experience by supporting students experiencing significant challenges at the University, coordinating early warning, prevention, and intervention for students in distress, and providing consultation and tools to the campus community to better prevent harm and violence.
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.

GOALS
- Establish and support the ASUC and Graduate Assembly student leaders in an advising capacity, plan and organize social and community programs for ASUC/GA leaders, organize and implement leadership development trainings and workshops
- Support student's out-of-classroom experience through student-led activities, including leadership development opportunities from organizational dynamics, fundraising, and event management to conflict resolution and transition planning.

DATA COLLECTION METHODS
- End of semester advisor feedback survey administered through Qualtrics, CalLink, ASUC Volunteer Form
- Registration, Signatory and RSO Activity data collected via CalLink and Calendar tools

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 create and develop their organizations and 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, 55+ recognized fraternities and sororities (the CalGreeks community), the ASUC (the undergraduate student government), the Graduate Assembly (the graduate student government), the campus programming board, and the bridges Multicultural Resource Center and the associated Recruitment and Retention Centers.

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 in order 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.
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, hybrid orientation the week prior to the start of classes.
- Getting Your Bearings: Continued programming throughout the first three weeks of the semester.

GOALS
- 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.

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.

DATA COLLECTION METHODS
The Golden Bear Experience included multiple data collection methods:

- Golden Bear Experience Survey: Extensive survey distributed after GBO completion (98% completion rate, n=5200).
- Orientation Leader Survey.
- Campus Partner Meetings and Focus Groups: Extensive follow-up meetings across campus with contributors.
- Communications metrics including website visits, email open rates, and more.

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.

Fall 2022 Golden Bear Orientation (GBO) was hosted fully in person for the first time since Fall 2019. GBO occurred over five days and saw record engagement from the 9,500+ incoming undergraduate students.

90.5% of new students report positive overall satisfaction with GBO experience.

96.9% of new students were able to reflect on the identities they hold and feel that those identities hold value at Berkeley after attending Bear Foundations.

89.5% of orientation leaders felt strongly appreciated by the campus community for taking on the volunteer role.
Public Service Center

PROGRAM DESCRIPTION
The Public Service Center supports students in developing the skills and partnerships needed to bring about collaborative community change for social justice. Through the PSC, student leaders manage partnerships with K-12 schools, nonprofit organizations, and government agencies. They engage thousands of students across campus in community service and social justice advocacy. The PSC also works with faculty and graduate students to integrate community engagement into teaching and research.

GOALS
• To support students in using their community service as a springboard to explore their identities, agency, and future paths as engaged community members
• To help students develop skills in collaboration, as community-based change can only come through collective, coordinated engagement
• To create space for students to learn about community social justice issues and connect with local community change efforts

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

DATA COLLECTION METHODS
We track student participation using Salesforce for applications. Work Study pay and scholarships earned are tracked using our General Ledger.

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.

$1.143 million
IN FINANCIAL SUPPORT TO PUBLIC SERVICE STUDENTS

114 COMMUNITY PARTNERS

178 PSC STUDENT LEADERS ENGAGING THOUSANDS OF STUDENTS
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.

GOALS
Residential Life aims to help residents:
- Develop inclusive communities with others from diverse backgrounds.
- Utilize academic support resources to enhance academic performance.
- Learn from the 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 2022. Engagement metrics are gathered primarily through RoomPact and other online portals. Conduct and community standards data is collected through Advocate. Assessment measures are conducted via Anthology’s Baseline tool.

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, residents’ children also receive academic and developmental support.

WHAT OUR WORK MEANS TO THE CAMPUS
Residential Life provides a living/learning environment that maximizes new and returning residents’ transitional and transformational experiences (Redefining the Student Experience). This environment is designed to facilitate residents’ engagement in a diverse community (Culture of EIB). Our highly trained staff helps residents’ acclimate to campus, connects them to academic resources, and responds to crises 24/7 (Holistic Well-Being & Organizational Behavior).
Student Environmental Resource Center

PROGRAM DESCRIPTION
SERC enhances the student experience through environmental programs, services, funding, and leadership opportunities. Through SERC’s 25+ student staff and five 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.

GOALS
- Advance quality and access of environmental education programming and opportunities to refine leadership and professional development skills among students
- Strengthen programs and resources to deepen engagement with sustainability initiatives in the community and to promote wellness
- Integrate equity and inclusion programmatically and culturally throughout organization

WHAT WE DO
The Student Environmental Resource Center (SERC) cultivates a collaborative space to strengthen the collective efficacy 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 through The Green Initiative Fund (TGIF), community building and resilience programs, Climate Justice Week and Earth Week, renewable energy education, external civic opportunities, and zero waste projects through the Zero Waste Research Center (ZWRC).

WHAT OUR WORK MEANS TO THE CAMPUS
SERC plays a crucial role in bringing together all student-led sustainability efforts. SERC engages students from all walks of life and takes on projects from the community to the international level.

KHYATI GARG
CLASS OF 23’, CNI ENGAGEMENT FELLOW

WHAT OUR WORK MEANS TO THE CAMPUS
SERC advances the Student Affairs Strategic Priority Areas of Redefining the Student Experience, Culture of Equity, Inclusion & Belonging, and Health Justice & Holistic by delivering environmental and environmental justice programs and services to students and connecting them with campus departments and off-campus organizations.
Student Legal Services

PROGRAM DESCRIPTION
SLS provides the following services:
• Legal Consultations and Guidance: 30-minute consultations with 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 and drop-in hours: Legal educational and info sessions on various topics of interest to students.

GOALS
After consulting with SLS, students should:
• Understand the legal issues involved in their cases
• 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 21.7%. We evaluate aggregated student demographic data based on SIDs and analyze securely and confidentially with no other identifying information. We also have a confidential SLS database of clients, cases, topic areas, and frequency of consultations.

WHAT WE DO
Student Legal Services (SLS) offers students free and confidential consultations with an attorney for advice, guidance, and coaching related to their legal questions, rights, and obligations. Areas of law include landlord-tenant, small claims actions, credit issues and collections, family law, auto, and health insurance, accidents and personal injury, consumer fraud, criminal, traffic and alcohol citations, contract law, and basic estate planning matters. SLS helps students navigate difficult circumstances such as uninhabitable housing, illegal threats from landlords, serious credit problems, divorce, child custody disputes, bicycle, and car collisions, injuries, harassment and fear for safety, and denials of insurance coverage.

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

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

SLS UNDERGRADUATE STUDENT CLIENT

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 particularly 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.

Division of Student Affairs

2022–23 Impact Report
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, ReWell at bNorth, Food Pantry, OASIS, Student Government Advising, Public Service Center, Student Environmental Resource Center, Berkeley Student Media Center, and Multicultural Community Center. We are also the seat for Student Government (the ASUC and GA), to which we provide accounting support and financial advising.

GOALS
• Be a welcoming and vibrant space for the Berkeley Community that truly embodies inclusivity and belonging.
• Expand the Student Union’s services, offerings, and programs, ultimately providing comprehensive student resources, while building community.
• Develop a comprehensive customer service model and ensure that all staff are ambassadors of the Student Union.

DATA COLLECTION METHODS
• Long-form data collection surveys
• Short-form client satisfaction questionnaires
• Website, Google, and social media analytics
• From various points of sale and registration databases

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 house businesses that include the Amazon Hub+, BMO: The Official Bank of UC Berkeley, the Bear’s Lair, the Cal Student Store, Berkeley Art Studio, Creative Lab, Berkeley Event Services, Goldie’s Coffee, and more. We also house and support student-run services like the BicyCal bike repair shop, Blue & Gold Yearbook, Open Computing Facility (OCF), ReUse thrift store, and SUPERB. We aim to create community-focused programs that bring the campus together.

WHAT OUR WORK MEANS TO THE CAMPUS
As a learning organization, we provide students with various employment opportunities and empower student leaders as important decision-makers on our Board of Directors. We provide an array of services to campus, house wellness programs, and help the Cal community successfully navigate at UC Berkeley.

DEAN OF STUDENTS
Student Union

16,000
NUMBER OF STUDENTS ATTENDING FREE STUDENT UNION HOSTED EVENTS IN OUR FACILITIES

35,961
NUMBER OF FINANCIAL TRANSACTIONS PROCESSED FOR THE ASUC, GRADUATE ASSEMBLY, AND REGISTERED STUDENT ORGANIZATIONS

27,000
NUMBER OF CUSTOMERS SERVED AT GOLDIE’S COFFEE

2022–23 Impact Report
Division of Student Affairs
Center for Educational Partnerships

Program Description
For almost 40 years, CEP has increased the number of diverse California students enrolling and succeeding in higher education, and UC Berkeley specifically, by directly addressing college-going barriers typically faced by low-income, first-generation, undocumented, and historically underrepresented students. CEP directly serves over 75,000 students (including 35,000 cohort students) throughout California through partnerships with schools, community colleges, and community-based organizations. As a leader in college access, CEP also provides capacity building, practical tools, and resources to increase college-going rates.

Goals
- Improve the academic achievement of students who face significant barriers to college
- Increase the diversity of students who enroll and succeed in higher education
- Empower schools, districts, and CBOs to foster college aspirations through building a college-going culture
- Provide deep impact and involvement as a partner in the Bay Area K-16 Collaborative and other K-16 collaborations and partnerships throughout California
- Create tools to partner with educators, families, and communities

What We Do
CEP provides outreach and engagement with K-14 students, families, and educators to increase access to higher education. We believe no student should be denied the opportunity to pursue a college degree due to systemic, economic, or social barriers. Our ten CEP programs provide direct service to students and families, professional development for educators and community partners, and engage with K-12 schools/districts, community colleges, and other higher education partners in systemic work to remove barriers to college access for students.

Data Collection Methods
Multiple data collection methods are used:
- Direct service providers document both the interactions with students and college success milestones they achieve and enter into their program’s data portal from where we extract key data points
- National Student Clearinghouse
- Student surveys (ex: senior milestones survey)
- Faculty/staff surveys from professional development that we provide

WHAT OUR WORK MEANS TO THE CAMPUS
CEP provides leadership, expertise, and services to increase college access and educational opportunities for California’s underrepresented minority, low-income, and first generation students. CEP advances UC Berkeley’s diversity, equity, and inclusion efforts by increasing students’ academic readiness and college preparation. This work aligns with UC’s core mission to serve the interests of California.
Central Evaluation Unit

**PROGRAM DESCRIPTION**
The Central Evaluation Unit 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 apply Berkeley enrollment 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.

**GOALS**
- Help students prepare to transfer to Berkeley by facilitating and maintaining course articulation agreements with California Community Colleges
- Track degree progress for students and advisers via Exam Results, Transfer Credit and Academic Progress reports in CalCentral
- Automate 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 by evaluating and posting transfer credit and tracking completion of university, campus, college, and major requirements toward degree conferral for Berkeley undergraduates.

To accomplish this service, we facilitate the review and publication of California Community College course-to-course and course-to-requirement articulation, and 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 online 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 comprehensive and accessible means to confirm degree progress for students. This is important to our Culture of Equity in supporting transfer students who rely on the timely posting of transfer credit, in order to verify their status as juniors and enable them to engage in advanced courses alongside those who started at Berkeley.
Enrollment Management, Immediate Office

PROGRAM DESCRIPTION
In the last year, we have codified our efforts to support the University’s core academic mission and long-term institutional planning objectives around enrollment and student success. The Immediate Office has strengthened the recruitment and admissions pipeline, created initiatives to remove barriers to majoring in STEM fields, and worked to facilitate student success, all within a dynamic and competitive environment that presents ongoing challenges to meeting goals established by the University of California Office of the President and State Legislature.

GOALS
- Serve as a leader in the state for promoting upward mobility.
- Help students navigate their higher education pathway and provide support towards graduation.
- Meet the university’s enrollment targets.

DATA COLLECTION METHODS
Multiple data sources were used including Cal Answers, enrollment reports submitted to UCOP, and internal Immediate Office administrative data.

WHAT WE DO
The Enrollment Management Portfolio at the University of California, Berkeley, is dedicated to fostering academic excellence, diversity, and equity across campus. Grounded in institutional and industry research, as well as best practices, our mission is to ensure that all students at Berkeley are provided with exceptional services and opportunities. The Immediate Office provides leadership to the campus and oversees student services in the areas of undergraduate admission, registration, and enrollment; financial aid and scholarships; and early academic outreach.

WHAT OUR WORK MEANS TO THE CAMPUS
We continuously improve the university’s holistic support to all students to ensure they have the essential tools and opportunities to succeed in the academic pipeline. We work across campus to foster an experience that encourages collaboration, understanding, and social responsibility, empowering our students to become global leaders and advocates for positive change.
Office of the Registrar

PROGRAM DESCRIPTION
The Office of the Registrar is responsible for:
- Class enrollment and registration
- Fee assessment
- Verification of registration and graduation
- Diplomas and transcripts
- Preservation and privacy of student records
- Berkeley Academic Guide and Class Schedule
- Reservations for 200+ general assignment classrooms
- Residency determination for tuition purposes
- Aiding US veterans and service members
- Cross-registration and cross-campus enrollment
- Supporting new programs and initiatives
- Planning for future campus needs
- Ensuring the integrity of data that is shared across campus

GOALS
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, instructors, and enrollment restrictions
- Discovery: Promote suggested and under-enrolled classes on Twitter; highlight new academic opportunities and international programs
- Student Experience: Empower students with information on veterans’ benefits, preferred name, degree completion, and other academic policies

WHAT WE DO
The goal of the Office of the Registrar is to connect our outstanding students and recent alumni with the campus’s incredible curriculum and services. We do this in part by publishing the Berkeley Academic Guide and the Class Schedule. We are stewards of mission-critical student records that support operations throughout the campus, as well as data that support decision-making and reporting. We interpret and implement academic and administrative policies in student registration and enrollment. We frequently meet with Colleges and Schools, the Graduate Division, student leaders, and other units to nurture a spirit of collaboration, innovation, and excellence. We provide critical student support in residency, visitor, and exchange programs, readmission, verifications, veterans’ benefits, classroom management and scheduling, and FERPA training. This year, we have continued to refine our services to best serve students both in-person and virtually.

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

WHAT OUR WORK MEANS TO THE CAMPUS
We will be instrumental in making the transition of programs to the new College of Computing, Data Science, and Society a success. We will also work to implement a Comprehensive Curriculum Management System that will streamline curricula and provide everyone on campus with easier access to the information data they need.

2022–23 Impact Report

489,667
GRADES POSTED TO STUDENT TRANSCRIPTS

Over 135,000 ENROLLMENT AND DEGREE VERIFICATIONS

$26.45 million AWARDED IN VETERANS EDUCATIONAL BENEFITS IN CONJUNCTION WITH THE VA

Registrar, Berkeley.edu
Students: 510.664.9381
Faculty: 510.642.5042
egrades@berkeley.edu
Office of Undergraduate Admissions

PROGRAM DESCRIPTION
OUA 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 and yield events for prospective students and strive to reach traditionally under-served groups.

- We work closely with academic departments, faculty, and committees of the Academic Senate on admissions criteria and policies that reflect the university’s mission.

GOALS
The goal of the Office of Undergraduate Admissions is to attract, admit, and enroll a class that reflects the diversity of the state of California.

DATA COLLECTION METHODS
The data was collected from Slate, which is the admissions system that manages applicant records, communications, and events.

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

WHAT OUR WORK MEANS TO THE CAMPUS
We enhance diversity, support the student experience by selecting students with the best fit for the campus, build community by collaborating with faculty, departments, and programs to enact policies and meet enrollment goals; support financial sustainability through strategic recruitment to meet goals for net payer revenue; and promote research and discovery through identifying outstanding candidates for scholarships.
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. We refer students to partner offices for specialized advising as appropriate. In an effort to continuously improve the student experience, we participate in various University initiatives and outreach activities. CSC liaises with the campus community and partner units, sharing feedback and recommendations to improve service, implement efficiencies and remove barriers to student success.

GOALS
Positively impact student success by:
• Providing accurate and timely information on matriculation, records, finances, and other administrative procedures
• Offering one central location, with multiple service avenues, where students can get accurate and timely answers to their questions about services that are offered in different departments and locations across campus
• Adapting service offerings to respond to student need and preferences

DATA COLLECTION METHODS
Data was collected through the Qless queueing system, Salesforce reports, phone call reports, and an excel file with virtual front desk visits.

WHAT WE DO
Cal Student Central (CSC) is dedicated to providing student-centered, efficient, and exceptional 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 welcome students to campus and serve as representatives of the Financial Aid and Scholarships Office, the Office of the Registrar, Accounts Payable, 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 including enrolling in courses, understanding a financial aid offer, explaining the activity on a student account, and providing support on ordering transcripts.

They were great in providing resources, feedback, and answering the questions to the best of their ability. Thank you for being knowledgeable as to locations of where the information may be held.

- UC BERKELEY STUDENT

WHAT OUR WORK MEANS TO THE CAMPUS
CSC is the premier 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, aligned with the chancellor’s commitment to improving the student experience.
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
• Recognizes achievement and provides funding: scholarships, grants, research stipends, work-study, and loans
• Supports the emerging needs of students
• Advocates for students at the campus, state, and federal level
• Recruits, retains, and graduates students, paving the way for success
• Builds community with alumni and donors to give the gift of access to the next generation of students

GOALS

• Continuously deliver, innovate, and improve financial aid services so that we can be a dependable stepping stone to student access.
• Expand access to resources to better support students and build a path to a debt-free education.
• Recruitment of the most sought-after students in the world through the Fiat Lux and Regents’ and Chancellor’s Scholarship programs.

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

WHAT WE DO
Education is life-changing. Students worldwide dream of learning at Berkeley in hopes of seizing that opportunity. The Financial Aid & Scholarships Office (FASO) makes those dreams a reality by providing comprehensive financial resources and holistic support, especially during uncertain times. FASO uplifts students through financial support and wellness, so they can focus on receiving a transformational educational experience rather than paying for tuition and basic needs. Two Academic Senate committees and a council of students provide guidance to FASO to formulate 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 exceptional students, fundraising, donor development and stewardship, discovery experiences, and student work opportunities. The goal is to operationalize care for students while continually improving affordability, efficiency, and timeliness when delivering student aid in accordance with federal, state, university, and donor regulations.

WHAT OUR WORK MEANS TO THE CAMPUS
Providing access to California students regardless of their financial status to build a diverse community of scholars from a wide range of economic backgrounds has been a guiding mission of Berkeley since 1868. We strive to enhance the undergraduate experience by supporting basic needs and increasing aid program sustainability through strategic stewardship of federal, state, and institutional dollars.
Recreation & Wellbeing

PROGRAM DESCRIPTION
RecWell excels at providing high-quality in-person and virtual 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.

GOALS
- Graduate students and their families at UVA can participate in adult and youth programs
- Build a new, 70 x 30 foot inclusive climbing wall in the RSF
- Facilitate new aquatics programming including lap swim hours in the 52-meter Legends Aquatic Center, and spring youth swim lessons at SCRA
- Create a new and improved Customer Service Center for more efficient membership, locker, and Passport sales for members

DATA COLLECTION METHODS
RecWell 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, RecWell relies on technology to provide data that informs our decisions.

WHAT WE DO
The Department of Recreation & Wellbeing continues to offer the breadth and depth of services and resources that have long supported students, and promoted physical and mental wellness for the entire campus community.

We offer dynamic and inclusive programming, experiential education, leadership development, cross-unit collaboration, and skill training for building lifelong healthy habits. Our facilities and programs feature in-person and online classes, fitness training, stress-relief, and community-oriented activities and opportunities for diverse interests and skill levels.

WHAT OUR WORK MEANS TO THE CAMPUS
Recreation & Wellbeing provides valuable resources to campus where all are welcome. Our programs inspire engagement, enrich well-being, and bolster retention through experiential learning and leadership development. These programs provide a vital asset in a competitive recruiting landscape for top talent nationally and internationally.

Over 500
STUDENT STAFF MEMBERS EVERY YEAR HELP RUN PROGRAMS AND SERVE OVER 45,000 STUDENT MEMBERS AND OVER 10,000 NON-STUDENT CAL COMMUNITY MEMBERS ACROSS OUR FACILITIES YEARLY

Over 4,300
YOUTH SERVED, WITH THE 2023 SUMMER CAMPS AT 93% CAPACITY

250%
INCREASE IN PARTICIPATION IN THE PRE-TEAM AQUATICS PROGRAM

85%
OF STUDENTS ENGAGED OVERALL
University Health Services

PROGRAM DESCRIPTION
As the COVID-19 public health and national state of emergency subsided, UHS teams were able to pivot to building back up capacity around our core services and programs, including hiring and recruiting as well as investing in training our managers and supervisors. Telehealth options for care and services remained a vital and popular choice for those seeking our services and we increased access to counseling and the availability of resources to support the wide array of mental health needs.

GOALS
- Increase access and build capacity to serve the growing student community across our programs.
- Continue to transform the mental health and wellness services offered to students, through a continuum of increased access to care and resources at various levels of intensity that are client-centric, culturally grounded, and recovery focused.
- Improve DEIBJ literacy for UHS managers and supervisors through training and learning.

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, cost saving, and service enhancement opportunities. UHS conducts client and patient satisfaction surveys and provides other channels for electronic and onsite feedback (e.g. advisory committees and TellTang email).

WHAT WE DO
University Health Services (UHS) is at the forefront of advancing student health and faculty and staff wellness, instituting evidence-based health practices and keeping the UC Berkeley community on the leading edge of collegiate health trends. 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. We believe in the transformative potential of infusing health into all campus policies, strengthening our focus on prevention, and building nationally recognized collegiate health programs.

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.

Under 3 days
Access to mental health visits consistently stayed at under 3 days wait time to see a counselor

89,600 total UHS visits of which 30,045 were telehealth visits

400 hours
UHS managers and supervisors had over 400 hours combined of DEIBJ training

This was one of the best experiences in healthcare that I’ve had.
- UC Berkeley Student

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.
People and Administrative Services

PROGRAM DESCRIPTION
People and Administrative Services deploys subject matter expertise to advance the division’s mission and strategic plan, enhance the student and staff experience, and maintain organizational wellness and effectiveness. In 2022-2023 we supported departments who work with minors in mitigating risk, enabled access to data, led a division-wide compensation equity review, developed internal salary action guidelines, provided transition support for new policies and practices, and facilitated difficult conversations. The team partnered on cross-divisional and cross-campus teams to strategize on solutions and collaborate on implementation.

GOALS
- Automated financial reports in Tableau have offered Student Affairs Budget Owners on-demand access to monitor their units’ financial activities and progress toward meeting budget objectives.
- Established the Student Affairs CERC Minors Subcommittee to mitigate risk.
- Developed internal salary action guidelines and processes to ensure compensation equity.
- Launched the divisional computer replacement process which ensured equitable access to funds.

DATA COLLECTION METHODS
We use multiple sources and methods to acquire relevant data on projects such as CalAnswers, UCPath, and Salesforce. We utilize Google tools, Excel, Learning Management System (LMS), Tableau Server (internal data warehouse), and more to assess further and analyze this data to make it accessible, relevant, and illuminating.

WHAT WE DO
Student Affairs People and Administrative Services collaboratively works with leaders and staff from the Division of Student Affairs to foster organizational and workforce wellness. SAP&S oversees divisional diversity, equity, inclusion, belonging, and justice (DEIBJ), strategic human resources, project management, data analytics and visualization, learning and development, and process automation for the division. We do this through targeted projects, division-wide initiatives, and representation on campus committees. We facilitate problem solving and develop 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 serve as a thought partner to senior leaders on organizational effectiveness, equitable policies and practices, performance development, workforce management, data analysis, and risk management. We translate and implement campus policies, practices, and processes to ensure divisional compliance and alignment.

WHAT OUR WORK MEANS TO THE CAMPUS
People and Administrative Services invests in solutions that promote equity, enable a culture of learning and maximize efficiency because this benefits Student Affairs and the 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 leaders in best practices and collaboration.

$2.9M
IN FUNDS ALLOTTED TOWARDS COMPENSATION EQUITY ACROSS THE ORGANIZATION

62 hours
SPENT IN TRANSITIONING TO THE NEW JDX JOB BUILDER SYSTEM INCLUDING CONSULTING, TRAINING, AND RESOURCE DEVELOPMENT

20,000
REPORT VIEWS ON THE STUDENT AFFAIRS SITE IN TABLEAU AND USED BY OVER 300 EMPLOYEES, INCLUDING CAMPUS LEADERSHIP

2022–23 Impact Report

Division of Student Affairs
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.

GOALS
- Reduce injuries by targeting the highest risk job classifications within the Division.
- Reduce transcript processing time for undergraduate and transfer students using process mapping and waste reduction methodologies while increasing communication.
- Empower a hybrid workforce through state of the art virtual AV technology which seamlessly connects onsite and remote staff.

DATA COLLECTION METHODS
With a broad portfolio, we used multiple data collection methods to support this year’s goals. These included UCOP Risk Data Management System, Employers First Report, bConnected, Campus Solutions, Perceptive Content, and Salesforce.

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: document imaging and mail services, occupational safety, ergonomics, cellular services, equipment support, space, 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, Risk Services, Business Contracts & Brand Protection, Campus Legal Services, 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 inefficient processes and related operating issues.

20%
INJURY REDUCTION EQUALING $360,786 ACHIEVED FOR THE HIGHEST RISK JOB CLASSIFICATION. PROJECT AWARDED THE UCOP RISK SPOTLIGHT AWARD

71%
REDUCTION IN TRANSCRIPT PROCESSING TIMES.
RESULT, STUDENTS MEET ENROLLMENT REQUIREMENTS, REGISTER FOR CLASSES, AND BECOME CAL BEARS FASTER!

82%
REDUCTION IN MISSING TRANSCRIPT PROCESSING TIMES.

41%
INCREASE IN HYBRID MEETINGS RESULTING FROM UPGRADED CONFERENCE ROOM TECHNOLOGY.

I’m SUPER impressed with your work - it’s data-driven, effective in reducing injury and cost, and...easily shared as best practice to other entities within SA, Berkeley or beyond.

- UC BERKELEY STUDENT

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 inefficient processes and related operating issues.
Diversity, Equity, Inclusion, Belonging, and Justice

PROGRAM DESCRIPTION
The position of a Senior Advisor on Equity & Belonging exists to support the whole division on high-level and complex organizational development projects, equity and inclusion and strategic initiatives, which encompass multiple disciplines. In collaboration to this work, we partner with divisional and campus stakeholders including the Division of Equity and Inclusion, and People and Culture Director of Diversity, Equity, Inclusion and Belonging to bring synergy to the campus community and climate.

GOALS
The goals of this area aims to serve as an advisor to divisional leadership and all staff to advance DEIBJ and anti-Black racism within the division. This includes identifying training needs, facilitating difficult conversations, offering performance coaching and providing collaborative leadership and consultation, strategic planning, design and facilitation on complex problems to achieve strategically aligned solutions.

DATA COLLECTION METHODS
The data collection is based on participation and completion records for the data above. Our collection methods have primarily been surveys including but not limited to pre-and-post assessments measuring learning outcomes, satisfaction experiences with our programs and training, and seeking for feedback for means of improvements and growth. Additionally, the collection of data has included comments and discussions from meetings and workshops, as DEIBJ often comes from story-telling and learning through conversations, connections, and relational interactions of our staff experiences.

WHAT WE DO
We create and support diversity, equity, and inclusion for divisional managers/supervisors and staff. This includes consulting with senior leadership, developing toolkits and guides that support managers in creating conditions for access, transparency, and improving workplace experiences for institutionally underrepresented and historically marginalized staff. The significance of this position’s role and responsibilities includes assessing complex situations, identifying areas of inequities, connecting with all levels of staff and leadership to address issues, and implementing solutions in alignment with strategic goals and utilizing an equity and anti-racism lens. Using both qualitative and quantitative, we use data to support and drive development of initiatives that improve the experiences, access to resources and career opportunities for historically marginalized and underrepresented staff within the division.

WHAT OUR WORK MEANS TO THE CAMPUS
Our work aligns with the campus’ efforts and objective to transform the campus into an environment where everyone belongs and embody diversity, equity, and inclusion as our core values. In connection to the Student Affairs Strategic Plan, one of the established priority areas embodies a culture of equity, inclusion & belonging, meaning we want all levels of staff to feel seen, heard, and valued.
Berkeley Dining operates a variety of locations, including Dining Commons, Campus Restaurants, Convenience Stores, and Catering. We strive to provide a service that is of 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. Berkeley Dining supports the basic needs initiative on campus through a comprehensive food donation program and two campus gardens.

GOALS
- Increase off campus meal plan participation through expanding alternative campus location availability and broader offerings.
- Improve and increase staff advancement opportunities through training, mentoring, and improved recruitment processes.
- In collaboration with EH&S, reduce on the job injuries and days away from work through injury prevention training.
- Increase the variety of menu offerings through expanding cultural events and celebrations.

DATA COLLECTION METHODS
- Meal plan data was generated through CS Gold reports for both FY22 and FY23.
- Service Now records were pulled for staff promotion recruitment requests.
- Injury data was used through the EH&S Safety & Leaves dashboard.
- Eatec information was used to report theme event information.

WHAT WE DO
Our Berkeley Dining community celebrates diversity and fosters inclusion through creating food that is rich in culture, passion and flavor. We promote the wellbeing of our community, social justice and environmental health through the ingredients that we source. Together, we are a diverse, spirited and service-minded team who delight in nourishing the bodies, minds and hearts of the students we serve.

WHAT OUR WORK MEANS TO THE CAMPUS
University food service 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. Berkeley Dining is also a source for student employment.
Cal 1 Card Office

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 address evolving needs and assess emerging technologies for optimized operations, enhanced security, and an improved student experience.

GOALS
- Implement UGryd for an improved student experience at Cal 1 Card debit merchant locations—including Grubhub for order ahead and delivery!
- Upgrade the card printing software/hardware to ensure improved reliability and effectiveness in the card production process.
- Add display monitors to improve the student experience after joining the Qless virtual queuing system for Cal 1 Card service requests.

DATA COLLECTION METHODS
CS Gold, UGryd, and Qless systems data analysis

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.

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.

WHAT OUR WORK MEANS TO THE CAMPUS
Cal 1 Card staff provide the means by which students verify their identity, affiliation, and eligibility for access to campus facilities and essential services which are fundamental to a holistic student experience (e.g., Residential Housing, Cal Dining, Recreational Sports, Library, Tang Center, Transportation, etc.).
Cal Housing Administration

Program Description

Cal Housing received 12,484 housing applications. A lawsuit threatened to reduce first-year admissions, but state legislation in March allowed admission for planned numbers. However, Housing proceeded with mitigation plans to accommodate more continuing students, resulting in only first-years receiving housing priority. Summer Conference Housing replaced Kx software with the StarRez platform used by Cal Housing Administration. YouVisit was implemented for an engaging and immersive online room tour experience. Our Off-Campus Housing Fair was our largest ever with over 40 participating properties.

Goals

- Expand bed capacity without constructing new buildings by converting larger double rooms with available square footage into triple occupancy rooms.
- Revitalize the Summer Conference Housing Internship program to exceed 50% of pre-pandemic bed capacity.
- Explore opportunities to enhance the equity of Housing Administration processes for students.

Data Collection Methods

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

What WE DO

Cal Housing is responsible for all applications, assignments, contracts, and billing for both single student and family university-owned/affiliated housing properties during the academic year and summer. The Summer Conference Housing team helps groups with meeting spaces, sleeping accommodations, and dining services to fit their programs needs. 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 year round. Cal Rentals specifically assists its clientele in making informed choices concerning their off-campus living arrangements, and it also operates rental listing services for students, faculty, and staff. Cal Rentals serves as a bridge between the campus and the community at large, collaborating with the City of Berkeley housing officials and property owners.

What Our Work Means To The Campus

We offer students and conference guests 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 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 5 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.

GOALS
• Improve enrollment to ensure classrooms are fully utilized and the maximum number of families are served.
• Evolve the support structure of ECEP to rely on more Site Supervisors at each child development location, in addition to more experienced Teacher 2 level staff in the classrooms thus creating career progression for staff and a better experience for families.
• Improve communication and marketing with stakeholders in order to make services more accessible and timely.

DATA COLLECTION METHODS
• Enrollment phone calls and email inquiries to be tracked on Spreadsheet for the central number and at each specific ECEP center
• Enrollment Progress Tracking Spreadsheet
• Recruitment Tracking Spreadsheet monitored by HR and ECEP
• Communication Tracking about Tours and Tour Schedules by ECEP

WHAT WE DO
Early Childhood Education Program (ECEP) supports and nurtures the healthy growth of UC Berkeley’s youngest Bears by 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 and Department of Social Services. 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.

WHAT OUR WORK MEANS TO THE CAMPUS
ECEP provides direct services to campus Faculty, Staff and Students. Child Care means access for parents to participate fully while on campus in their individual capacities. 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.
Custodial Services

PROGRAM DESCRIPTION
We are taking on the state-of-the-art custodial equipment available to lesson staff repetition at work (for example, using an autonomous vacuum cleaner to handle carpeted hallway floors instead of three staff members doing the vacuuming - enabling staff to complete non-repetitive tasks and avoid related injuries).

We have also purchased two Tropos Motors electric cargo vehicles to enhance the way we work in a safer manner to maintain better staff body mechanics. We are also lessening our gas vehicle needs.

GOALS
• Striving for positive mental health and inclusion among custodial staff.
• Providing safe and ergonomic tools for custodial staff.
• Joining the cleaner air program and lessening emissions.

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 aging system items (HVAC, electrical, plumbing, etc.) through planned work.

WHAT WE DO
Custodial Services provide a clean and safe environment for residents and staff in the areas following:
• University-owned single student housing (approximately 7,500 beds in residence halls, suites and apartments)
• Unit central buildings (includes offices, meeting rooms, gyms, program spaces, laundry rooms and restrooms)
• Family housing at University Village in Albany (974 apartments housing approximately 2,700 people, laundry rooms, community centers, offices, academic/social spaces and resource centers)
• Residential Student Services Building (RSSB)
• 5 Early Childhood Education Centers
• Underhill parking structure
• Summer housing which serves approximately 18,000 guests across 250 conferences as well as over 2,500 beds in summer programs. This time also results in an additional 120 limited staff being hired for 3 months with the same number of supervisors as the rest of the year.
• Student Union buildings, including Martin Luther King, Eshleman Hall, Art Studio, Alumni Hall and Anthony Hall.

WHAT OUR WORK MEANS TO THE CAMPUS
We are important to students’ campus experience 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.
Design and Project Services

Program Description
Design & Project Services is particularly focused on improving safety and security, refreshing interior and exterior spaces, and creating processes for planning and prioritizing projects. During summer 2023, the team refreshed Freeborn and Griffiths Halls, both of which have 287 and 283 occupants respectively, and increased capacity at Channing Bowditch, converting 41 rooms from doubles to triple occupancy. Thirty temporary quad rooms were also created to expand occupancy in RSSP for a total addition of 120 beds.

Goals
- Improve the physical environments of residential units to enrich the student and community experiences, with particular focus on ADA accommodations.
- Support Housing, Dining, and Early Childhood by providing design and management of projects specifically in response to enrollment needs. Expand capacities at facilities as appropriate and in compliance with code.
- Upgrade safety and security across the RSSP portfolio, with particular emphasis on elevator upgrades, security fence and gate installations as appropriate, safety railings, signage, and improvement of secured access. Upgrade at least one elevator per year, ensuring the elevators with the poorest performance receive priority. Provide fencing to units in need of heightened security – complete at least one project per year.
- Refresh at least two buildings per year to include safety improvements as well as enhancements focused on creating greater senses of belonging.

Data Collection Methods
Data was collected through project documentation.

What We Do
Design & Project Services includes a team of architects, designers, and project managers who help to define quality and design standards, hold information on assets, plan and guide improvements to interior and exterior spaces that are part of Residential and Student Services Programs with an emphasis on minimizing impacts to the campus and communities.

What Our Work Means to the Campus
RSSP Design & Projects explicitly contributes to the following strategic priorities: Transforming the Student Experience and Fiscal Stability. The team strategically prioritizes funds to ensure that fiscally responsible improvements are made to enhance and transform students’ experiences on the UC Berkeley campus.
Maintenance, Trades, and Grounds

PROGRAM DESCRIPTION
We provide 24/7 maintenance, repairs and improvement of facilities infrastructure in occupied and unoccupied buildings that meet University and State regulations, ensuring the safety and comfort of our residents and campus community. We also manage response in major emergencies and unexpected events such as water, fire, equipment failure and power shutdowns that affect our facilities to ensure the safety and security of our residents, staff and visitors.

GOALS
- Promote a high performance organization through organizational learning and knowledge sharing, and career support and development
- Improve turnaround times for work orders to enhance student/customer satisfaction.

DATA COLLECTION METHODS
We utilize a maintenance management system [TMA] that helps the organization to track the status of maintenance tasks, such as day to day service requests and equipment maintenance and repairs. The work order system centralizes maintenance information and facilitates the process of maintenance, schedule maintenance and track work orders which provides various reports on labor, parts and time.

WHAT WE DO
The Maintenance, Trades, & Grounds unit is a multidisciplinary team of professionals responsible for overseeing and administering all aspects of facilities infrastructure, maintenance activities, and groundskeeping across the RSSP portfolio. Our team is responsible for providing a safe, clean, accessible and effective physical environment that minimizes hazards and risks to students, visitors, faculty and staff.

Efficient
QUALITATIVE FEEDBACK FROM END USERS SHOWS THAT RESPONSE TIMES ARE FASTER AND WORK IS BECOMING MORE EFFICIENT.

New process
DESIGNED AND IMPLEMENTED A NEW PROCESS TO MAKE STAFF AWARE OF THEIR ROLES AND RESPONSIBILITIES, TOP TEN BEHAVIORS AND EXPECTATIONS, UCB PRINCIPLES OF COMMUNITY, CUSTOMER SERVICE, RESPECT AND CIVILITY COMMITMENTS, RSSP VISION, MISSION AND VALUES AND STRATEGIC PRIORITIES.

WHAT OUR WORK MEANS TO THE CAMPUS
We exist to provide high quality maintenance and repairs services including a physical environment that minimizes hazards and risks and to improve the overall quality of life of our students and the populations that we serve in a professional way.
Residential Operations

PROGRAM DESCRIPTION
Residential Operations manages UC Berkeley’s residential student housing units, runs each unit’s Front Desk as a student-facing central hub for information and support, distributes mail and packages, and provides administrative and logistical support to workers across RSSP’s many departments.

GOALS
• Pilot new processes to improve administrative and technical services to our resident population
• Maintain safety and security by conducting monthly inspections and monitoring work order requests submitted by staff/students
• Support residential life programs through monthly meetings on facilities related tasks
• Support academic achievement by providing access to clean, safe, comfortable shared living, study, and recreation spaces

DATA COLLECTION METHODS
We utilize TMA for our work order system, which provides various reports on labor, parts, time, and outside vendors and StarRez to track and collect the data for packages.

WHAT WE DO
Facilities Management manages the central hub of housing and facilities services for each unit which includes approx 7500 beds in one-campus residence halls, suites, and apartments; 974 apartments housing approximately 2,700 people in family housing at University Village in Albany, laundry rooms, community centers, offices, academic/social spaces and resource centers. Facilities Management includes:
• Front desk student service centers
• Mail and package delivery and handling
• Academic Center collaborative space management

WHAT OUR WORK MEANS TO THE CAMPUS
We support the mission of the university, personal growth, and academic achievement by providing a safe, comfortable, and inviting housing experience for new and continuing students during their critical introduction to life at UC Berkeley.
Student Affairs Information Technologies (SAIT)

PROGRAM DESCRIPTION
SAIT continued to provide innovative technology solutions for Student Affairs departments and directly to students through our Student Technology Services and Student Technology Equity Program (STEP). In addition to the five strategic priorities outlined below, we also contributed to major campuswide technology initiatives this year, including the Comprehensive Curriculum Management System enhancement project, Gender Recognition & Lived Name policy implementation, and Network User Experience improvements.

GOALS
- Increase student technology equity through establishing and securing sustainable funding for STEP (Student Technology Equity Program)
- Continue to hone and nurture SAIT’s commitment to DEIB values by completing training to increase awareness of implicit bias and reduce its impact at the University.
- Replace and expand Berkeley Dining point-of-sale system to ensure more reliable and seamless access to dining options for students.

DATA COLLECTION METHODS
- Data were collected through program records of technology distribution, along with surveys that provided qualitative insights into participants’ experiences.
- Completion was tracked electronically through the UC Learning Management System, ensuring that all employees met the goal in support of SAIT’s commitment to diversity, equity, inclusion, and belonging.
- Transaction reports and user feedback provided information about the usage of the new point-of-sale system and its features.

WHAT WE DO
SAIT provides technology direction and support to the Division of Student Affairs, and technical support, education, and hands-on learning and leadership opportunities for students. Our deep understanding of students’ and staff needs, coupled with our technical expertise, make SAIT a trusted partner, committed to an excellent customer experience.

As an organization, SAIT is committed to fostering a welcoming environment with inclusive and high-performing teams. Our nationally-recognized student IT leadership program allows us to provide our services while training student employees and preparing them for professional roles after graduation. Driven by a clear mission to make a meaningful impact on campus, SAIT has a strong, positive workplace culture, and our staff take pride in SAIT being a great place to work.

Modernized
MODERNIZED POINT OF SALE SYSTEM, WHICH ENABLED CONVENIENT FEATURES SUCH AS TAP-AND-PAY, AND INCREASED SECURITY FOR STUDENTS AND OTHER DINERS.

WHAT OUR WORK MEANS TO THE CAMPUS
SAIT is the only IT department on campus focused on supporting the student experience. We advance the mission of the world’s greatest public research university, and specifically the Student Affairs’ strategic priorities of Transforming the Student Experience, Culture of Equity, Inclusion & Belonging, Financial Stability, Health, Justice & Holistic Well-Being, and Organizational Behavior and Development.

1,229
INCREASED DIGITAL EQUITY BY ESTABLISHING STEP PROGRAM AND FUNDING MODEL THAT PROVIDED LAPTOPS TO STUDENTS THE TECHNOLOGY REQUIRED FOR FULL PARTICIPATION IN INSTRUCTION & LEARNING.

100%
OF SAIT EMPLOYEES COMPLETED UC SYSTEMWIDE HR MANAGING IMPLICIT BIAS CERTIFICATE.
Program Description

Supporting the Student Affairs mission and business partners as financial stewards, the Finance team conducts quarterly reviews and forecasts 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 in alignment with our strategic plan.

Goals

- To provide short- and long-term financial planning, analysis, and communication of outcomes to stakeholders
- To develop policies and procedures that support transparent and equitable allocation of resources in alignment with our strategic plan
- To maintain compliance with state, local, federal, and UC policies and procedures

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, budgeting, and procurement data systems to conduct analysis and develop budgets. In addition, we integrate specific business partner data streams (e.g., housing/dining business information, financial aid data, etc.) to align financial and program performance.
Independent Hearing Officer

PROGRAM DESCRIPTION
This past year was one of transition for the IHO program. The interim IHO built on prior recruitment and training successes and aimed to efficiently administer formal hearings, continuing to do so in a largely remote format. The university-wide IHO search committee recruited a new IHO beginning in Spring 2023, laying the foundation for longer-term initiatives, such as an ongoing analysis process for formal hearings.

GOALS
- Recruit, select, and train a diverse pool of Berkeley community members to serve as panelists
- Engage in timely and equitable processes for resolution via formal hearings
- Recruit a permanent IHO to ensure future strategic planning and projects for the IHO program

DATA COLLECTION METHODS
- CSC ran a report in the Advocate software to determine the number of hearings that took place between 7/1/22-6/30/23
- IHO reviewed the training materials from the spring of 2023 to determine the number of new panelists
- IHO reviewed the spreadsheet of Committee on Student Conduct to determine the number of committee members

WHAT WE DO
The Independent Hearing Officer (IHO) is a University staff member within the Vice Chancellor for Student Affairs’ Immediate Office who is entrusted with the responsibility of ensuring the equitable administration of formal proceedings described in the Code of Student Conduct (Code). The IHO accomplishes this through a student-centered process that aims to promote student development and accountability. The IHO convenes the formal hearing process and determines procedural and evidentiary matters as part of their oversight of the formal process. The IHO and Center for Student Conduct (CSC) provide complementary services to the campus community in their distinct roles and through their responsibilities of resolving allegations of violations of the Code. The IHO also recruits and trains members of the campus community (faculty, students, and staff) to serve on the Committee on Student Conduct as part of the administration of the formal process.

WHAT OUR WORK MEANS TO THE CAMPUS
The IHO empowers members of the broader campus community (faculty, staff, and students) to engage with the student conduct process to promote community accountability, care, and integrity. The IHO also ensures that the Code of Student Conduct is being administered appropriately and equitably.
The Ombuds Office for Students and Postdoctoral Appointees

PROGRAM DESCRIPTION
The Ombuds Office met with its second-highest number of visitors on record during the 2022-23 academic year. The majority of its visitors were undergraduate students who, more often than not, requested the clarification of unclear policies and procedures.

GOALS
- Provide a confidential, neutral, informal, and independent problem-solving resource to the student and postdoc communities, which includes the services of clarifying policy/procedure, conflict and communication coaching, individual consultation, mediation, and referrals.
- Assist to develop and inform visitors of their individual options for resolving their university-related issues with an aim to finding a solution at the lowest possible level.

DATA COLLECTION METHODS
The Ombuds Office does not keep records of specific cases or individual visitors. For data collection purposes, however, it maintains anonymized records, tracking only demographic and nature of concern(s) information. Student and postdoc visitors are given the option to voluntarily disclose their demographic information, knowing their responses will be anonymous and not be connected to their individual cases. Demographic data is not requested of other parties wishing to consult on student and/or postdoc-related matters.

WHAT WE DO
The Ombuds Office assists students and postdoctoral appointees (individuals and groups) in the resolution of their university-related concerns, conflicts, and challenging situations.

WHAT OUR WORK MEANS TO THE CAMPUS
The Ombuds Office provides a confidential space for visitors to raise concerns, guides them in exploring options, and is uniquely positioned to bring systemic issues to the attention of the organization so it may make informed business, policy, and management decisions.
Student Affairs Communications

PROGRAM DESCRIPTION
Student Affairs Communications helps departments achieve their goals by creating and implementing strategic and inspiring communications across various 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.

GOALS
Student Affairs Communications helps students navigate and thrive on campus by using our creative skills and communications expertise. We:
- Serve as a strategic partner both to the departments within the division and across campus.
- Use our creative skills and communications expertise to reach students and to reach students in a way that resonates with them.
- Help students navigate campus offices, services, resources, etc.

DATA COLLECTION METHODS
- Data gathered via RecSports. Summer camp enrollment 98.6% full in 2023. With a move to strategically spend on digital vs. print advertising, we spent much less, from $59K in 2019 to $18K in 2023.
- The accessibility scores were gathered at the time of launch for all new Student Affairs websites via Siteimprove, the official tracking tool used by the University of California.
- TikTok views tracked via Sprout Social from July 1, 2022, to July 1, 2023.

WHAT WE DO
Student Affairs Communications partners with departments to provide communications that support the division’s strategic priorities of Transforming the Student Experience; Culture of Equity, Inclusion & Belonging; Financial Stability; Health Justice & Holistic Well-Being; and Organizational Behavior & Development. We support a wide variety of marketing communications needs, from helping students thrive in their academic journey and beyond to raising 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 to support student achievement.

WHAT OUR WORK MEANS TO THE CAMPUS
We redefine the student experience by promoting virtual and on-campus services for students; foster equity, inclusion, and belonging by supporting diversity initiatives; support financial stability through transparency; advance health justice and holistic well-being by generating awareness of resources, and emphasize organizational behavior and development by engaging with staff. We collaborate across campus to tell a cohesive university story.
Student Affairs Professional Standards

The following are some of the many resources that articulate the professional standards (knowledge, skills, behavior) expected in fields within UC Berkeley's Office of the Vice President for Student Affairs. In addition to this list, this year, the Division has relied on insights from public health experts and guidance from the Centers for Disease Control and Prevention while managing changing student needs during the COVID-19 pandemic.

AAHC — Accreditation Association of Ambulatory Health Care, Inc.
AAHC focuses on ambulatory health care through a peer-based accreditation program, a consultative and educational survey process, and comprehensive and relevant nationally recognized standards.

ACHA — American College Health Association
ACHA serves as the principal organization for advancing the health of college students and campus communities through advocacy, education, and research. ACHA publishes multiple “best practice” and professional guidelines for college health, mental health, and wellbeing, including Standards of Practice for Membership in Higher Education.

ACPA — College Student Educators International
ACPA supports and fosters college student learning by generating and disseminating 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 of campus housing and residence life on student recruitment, retention, growth, and achievement.

AUCI
AUCI 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 advancing the integrity of the student conduct process, resulting in building safe and educational communities and positively impacting the higher education experience.

BCC — 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 (AT). (BCC)

California Board of Pharmacy
The California Board of Pharmacy regulates the practice of pharmacy in the state of California. That mandates the Board to set 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 Accreditation 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 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 required work for effective case management. Using the Student Affairs Professional Competences as a framework, the authors identify the relevance of those areas and their role in case management. (Case Management)

Chapman Institute — Worksite Wellness
Chapman Institute’s mission is to offer training programs for professionals in the Worksite Wellness field to deliver world-class wellness programs and reach their own career goals. (Chapman Institute)

EAPA — Employee Assistance Professionals Association
The International Employee Assistance Professionals Association (EAPA) is the world’s largest, oldest, and most respected professional organization for employee assistance professionals, establishing employee assistance competencies, and providing certifications. (EAPA)

IOA — International Ombudsman Association
IOA works to 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 young people are protected, and to secure a more just, equitable, and democratic society.

NACAC — National Association for College Admission Counseling
NACAC is an organization of nearly 16,000 professionals worldwide dedicated to serving students as they make choices about pursuing postsecondary education. (NACAC)

NACAC — National Association for College Admission Counseling
NACAC is the national association for college admission counseling. Nearly 16,000 professionals worldwide dedicated to serving students as they make choices about pursuing postsecondary education. (NACAC)

NASPA — National Association of Student Affairs Professionals
NASPA 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)

NIRSA — National Intercollegiate Recreation and Sport Administrators
NIRSA is a leader in providing professional development and engagement opportunities, offering participants the knowledge, skills, and tools to assist in creating and sustaining a culture of wellness within an organization. (NIRSA)

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 in creating and sustaining a culture of wellness within an organization. (NWI)

State Bar of California
The California Rules of Professional Conduct are intended to regulate the professional conduct of attorneys admitted to practice law in the State Bar through discipline.

USLAWR — University Student Legal Services Association - Western Region
USLAWR is a nonprofit membership organization of legal service providers on higher education campuses 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.