



## FY21 HIGHLIGHTS

The Student Affairs Business Operations office (SABO) is a service-oriented team charged with supporting the vision, mission and strategic plan of the Division of Student Affairs. SABO provides recommendations on integrated financial, human and assessment strategies resulting in efficient resource utilization and quality programs, services and administrative functions. Despite challenges faced in the wake of COVID-19, SABO enabled the Division of Student Affairs to be more efficient, resourceful and accountable without negatively impacting the student experience.

### FINANCIAL MANAGEMENT, BUDGETING, REPORTING AND RESOURCE ALIGNMENT

- Transitioned pre-reorganization departments to Finance and Operations Shared Services staff
- Incorporated division realignments to include projections of fund balances and performance credits
- Managed, approved, tracked and submitted COVID-19-related expenditures for SC CARES reimbursement, logging more than 60 additional work hours over a two-week period
- Led the creation of a Request for Proposal for Temp Agency Registered Nurse Contact Tracers and Certified Nurse Assistants for Isolation and Quarantine use due to the expiration of the Emergency Procurement — total award saved more than an estimated **\$500,000** between March 1-June 30, 2021
- Acted in partnership as a primary financial contact for the Medical University of South Carolina (MUSC) operational consultant and executive director of Student Health Services (SHS)
- Realigned FY22 division human resources and financial resources to meet the financial challenges and significant recurring reductions in University funding without impeding on the student experience and simultaneously inventorying all Student Affairs areas for their programs, events, etc., funded solely or in partnership
- Developed and submitted the FY22 Division of Student Affairs budget, totaling **\$27.8M**

### STUDENT ORGANIZATION FINANCIAL ADVISEMENT AND SUPPORT

- Implemented leadership transition training and monthly CUSG and GSG meetings to increase necessary communications, knowledge and fiscal accountability
- Advised Student Activity Fee Funding Board on available funds for allocation and budget timeline
- Advised the CUSG Capital Improvement Committee regarding strategy, compliance and building key relationships for successful projects
- Partnered with Finance and Operations, Student Financial Services, CU/Bridge liaison and Tri-County Student Financial Services to calculate and administer mandatory student fee refunds due to the COVID-19 pandemic
- Created summary document and provided assessment recommendations related to the Interpersonal Violence student-led group

### STRATEGIC PLANNING, ASSESSMENT AND OPERATIONAL EXCELLENCE

- Led cross-divisional teams and students to conduct and implement:
  - Student Survey Protocol
  - Isolation/Quarantine Survey
  - Sustainability Survey
  - Student Engagement Pilot Project
- Created a joint group of Student Health Services, SABO and MUSC staff to ensure accurate data for the main Joint Partnership Committee
- Partnered with the AVP of Budgeting and Analytics to eliminate the CCIT Desktop Support SLA after FY21, which provided a cost savings to both divisions and created efficiency within the CCIT billing process

### HUMAN RESOURCE INITIATIVES

- Leveraged Tiger Training for assessment trainings and divisionwide New Employee Onboarding
- Through Tiger Training and Academic Impressions:
  - **239** professional and graduate employees completed **2,462** trainings
  - **250** undergraduate employees complete **398** trainings
- Developed and implemented a divisionwide GA Compensation and Travel Policy to eliminate inequities
- Established biweekly meetings with CUHR partners to promote more efficient and effective workflow
- Led a divisionwide project to update position descriptions and classifications
- Collaborated with the Provost Office and College of Education to strategically reduce seven vacant GA positions and recurring expenditures of over **\$200,000** while ensuring no full-time staff were negatively impacted
- Led the development and implementation of four Division of Student Affairs Guiding Principles:
  - **Diversity of Thought, Intentionality with Excellence, Accountability and Communication**

**74**

Consultation meetings to support department's assessment efforts

**23**

Employees trained on Anthology Baseline Module

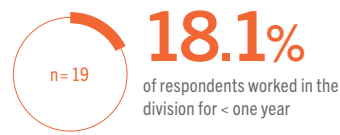
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Division and guest presenters shared **20** continuous improvement successes through the virtual Experience: IMPACT series

## STAFF EXPERIENCE SURVEY

ClemsonForward and the Division of Student Affairs strategic plans acknowledge the importance and value of staff. In response, the division gave its second biennial Staff Experience Survey in 2021 to identify strengths and opportunities, measure impact of adjustments made as a result of 2019 findings and articulate future areas of focus.

### SURVEY RESPONDENTS:

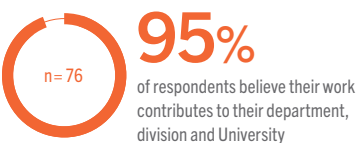


### COMMITMENTS TO ACTION:

- Define Student Affairs decision-making criteria and process
- Enhance division-level recognition and team building plan to support the staff experience
- Develop consistency among departmental onboarding, professional development and communication
- Schedule intentional times for division leadership to interact broadly with department staff

### KEY FINDINGS:

Reflective of respondents indicating “slightly agree,” “agree” or “strongly agree”



## CUSTOMER SERVICE SURVEY

Twice a year, SABO seeks feedback from division and University partners to determine the quality and efficiency of our services and support.

### SURVEY RESPONDENTS (FALL 2020):

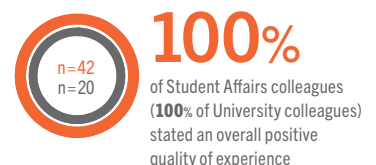
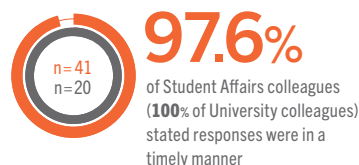
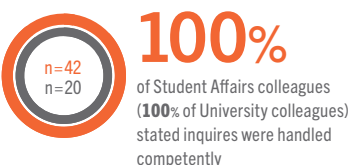


### SURVEY RESPONDENTS (SPRING 2021):



### AREA OF SERVICE FINDINGS:

Reflective of respondents indicating “agree” or “strongly agree” from the Fall 2019 and Spring 2020 surveys. There were 63 total participants across both surveys.



## ISOLATION AND QUARANTINE (I/Q) EXIT SURVEY

During Fall 2020, departments within and outside of Student Affairs coordinated communication and support for students in I/Q. Without blueprints, staff developed, implemented and revised processes while keeping students’ health, safety and wellness at the forefront of every decision and interaction. To identify additional efficiencies and reveal unseen gaps, one comprehensive survey was coordinated. Comparing the combined **606** responses, departments found a dramatic increase in student satisfaction due to continuous improvement efforts.

	Fall 2020	Spring 2021	Response Details
<b>Total Respondents</b>	506	100	number of students who elected to respond
<b>Initial Communication from Redfern Staff</b>	81.1% n=360	94.8% n=91	strongly agreed or agreed staff answered medical concerns or questions
<b>Ongoing Communication</b>	66% n=275	94.8% n=83	right amount of communication
<b>Virtual Wellness and Engagement Opportunities</b>	62.4% n=260	85% n=79	right information and links to opportunities
<b>Exit Communication</b>	51.7% n=209	85.2% n=75	right amount of communication