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
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:

- 48% of respondents worked in the division for ≤ nine years (n = 117)
- 78.1% of respondents worked in the division for ≤ one year (n = 82)
- 18.1% of respondents worked in the division for > one year (n = 19)

KEY FINDINGS:

- 95% of respondents believe their work contributes to their department, division and University (n = 76)
- 92.2% of respondents believe they are encouraged to stay aware of issues, trends and/or best practices (n = 83)
- 90.4% of respondents are satisfied with their supervisor (n = 94)

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

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):

- 43% Survey response rate (n = 37)
- 78.4% of respondents who interacted with SABO staff 6+ times during half the fiscal year (n = 29)

SURVEY RESPONDENTS (SPRING 2021):

- 30.1% Survey response rate (n = 25)
- 64% of respondents who interacted with SABO staff 6+ times during half the fiscal year (n = 15)

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.

- 100% of Student Affairs colleagues (100% of University colleagues) stated inquiries were handled competently (n = 42)
- 97.6% of Student Affairs colleagues (100% of University colleagues) stated responses were in a timely manner (n = 41)
- 100% of Student Affairs colleagues (100% of University colleagues) stated guidance aligned with policies and laws (n = 18)
- 100% of Student Affairs colleagues (100% of University colleagues) stated an overall positive quality of experience (n = 42)

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.

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