The California State University Office of the University Auditor recently concluded a systemwide audit of CSU Student Activities (Audit Report Number 04-35, Student Activities, Systemwide, July 15, 2005). The audit objective was to ascertain the effectiveness of existing policies and procedures related to the administration of student activities and to determine the adequacy of controls over the related processes to ensure compliance with relevant governmental regulations, Trustee policy, Office of the Chancellor directives, and campus procedures. The University Auditor visited eight campuses and audited procedures in effect during the period of March 15, 2004 through December 3, 2004.

In the opinion of the University Auditor, student activities throughout the CSU would benefit from attention to systemwide policy and the means by which such policies are established, interpreted, and communicated particularly pertaining to program evaluations, the relationship of student organizations to the campus, delegations to auxiliary organizations, involvement with student activities occurring off-campus, documenting/retaining student organization and event approvals, and recording disciplinary probations. These and other areas that warrant the attention of systemwide management are mentioned in the attached copy of the audit report.

The audit recommendations fall into the following three categories:

1. General environment,
2. Activity and event management, and
3. Student judiciary, specifically, the processing of cheating and plagiarism cases.

Two audit recommendations asked the Chancellor’s Office to remind the campuses of the importance of the following:
1. Recommendation 6: Charting Documenting
2. Recommendation 7: Activity/Event Management

Attachment A to this memorandum fulfills our agreement with the University Auditor to remind campuses about the importance of these recommendations.

In addition to the items mentioned above, the University Auditor requested that we (1) develop policies for student organizations, including self-assessment and compliance with industry standards, (2) develop policies that include activities that can be delegated between campus and auxiliaries, (3) update and clarify policy for minor representative student officers, (4) formalize policy regarding activities conducted off-campus, (5) review the policy on club sports insurance, and (6) clarify the process to ensure consistent handling of cheating and plagiarism cases. Our office will work with the steering committee of the vice presidents for student affairs, including appropriate representatives from the Office of General Counsel, Business and Finance, and Risk Management, to review and update systemwide policy. Appropriate policies and procedures will be communicated to campuses by January 31, 2006.

We appreciate campus efforts to support the California State University’s student activity programs, and we are confident that campuses actions taken as a result of this memorandum will improve those services further.

Questions about the systemwide Student Activities Audit Report may be directed to Dr. James C. Blackburn, Associate Director, Enrollment Management Services, at (562) 951-4726 or jblackburn@calstate.edu or to me at (562) 951-4744 or ajones@calstate.edu.

AGJ: lem

Attachments (2)

cc: CSU Provosts/Vice President of Academic Affairs
    CSU Vice Presidents of Administration
    CSU Vice Presidents of Student Affairs
    Chancellor’s Office Executive Staff
    Dr. James C. Blackburn
STUDENT ACTIVITIES, SYSTEMWIDE
AUDIT REPORT NUMBER 04-35

Management Response
Campus Program Administration Audit Recommendations

Chartering Documentation (Recommendation 6)
Activity/Event Management (Recommendation 7)

Two audit recommendations asked the Chancellor’s Office to remind the campuses of the importance of chartering documenting and activity/event management. Attachment A fulfills the agreement with the University Auditor to remind campuses about the importance of these recommendations.

Chartering Documentation (Recommendation 6)

Campuses are required to document compliance with the following systemwide student organization chartering requirements:

- Title 5, §41503, Filing Requisites
  - Establish and implement a campus policy that requires each student organization to deposit with the Vice President of Student Affairs or equivalent officer of the campus copies of all constitutions, charters, or other documents relating to its policies in addition to a statement signed by the president or similar officer of the local student organization attesting that the organization has no rules or polices that discriminate on the basis of race, religion, national origin, ethnicity, color, age, gender, marital status, citizenship, sexual orientation, or disability;
    - Title 5, §41500 indicates that the prohibition on membership policies that discriminate on the basis of gender does not apply to social fraternities or sororities or to other university living groups.
  - Grant a charter or recognize the student organization upon completion and review of the documents; and
  - Establish and implement a campus policy that requires student organizations to refile for review all constitutions, charters, or other documents relating to its policies within 90 days after any substantive change or amendment.
REP 07-03-01, Item 10, CSU Alcohol Policies and Prevention Programs

This CSU Board of Trustees’ resolution addresses effective alcohol training, intervention, and treatment programs. It requires campuses to include expectations of members, officers, and advisory in the annual student organization registration document that must be signed by both the student organization officers and the faculty/staff advisor. In addition, the CSU alcohol policy requires the following:

- Annual orientation programs for organization advisers and for student officers that outline alcohol policies, expectations, and information on alcohol use and abuse.
- Development of alcohol and risk management education programs for student organization officers.
- Development and implementation of alcohol training programs if the campus assessment process determines that there are significant number of higher-risk student groups such as Greek organizations.

Activity/Event Management (Recommendation 7)

Campuses are required to document authorizations for activities by chartered student organizations, including informed consent forms for intramural sports. The Office of Risk Management is currently working with a committee of campus risk managers and support from the Office of General Counsel to develop and distribute systemwide approved waivers/releases/informed consent forms that may be used by campuses for intramural sports as well as other student activities.
STUDENT ACTIVITIES

SYSTEMWIDE

Report Number 04-35
July 15, 2005

Members, Committee on Audit

Raymond W. Holdsworth, Chair
Herbert L. Carter, Vice Chair
Roberta Achtenberg Debra S. Farar
Bob Foster George G. Gowgani
William Hauck

Staff

University Auditor: Larry Mandel
Senior Director: Janice Mirza
Audit Manager: Jim Usher
Senior Auditors: Liz Huber and Tammy Solis

BOARD OF TRUSTEES

THE CALIFORNIA STATE UNIVERSITY
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ABBREVIATIONS

AAES  Academic Affairs, Educational Support – Chancellor’s Office
ASI   Associated Students, Inc.
CAS   The Council for the Advancement of Standards in Higher Education
CSU   California State University
CSUB  California State University, Bakersfield
DoIT  Division of Information Technology
EO    Executive Order
GC    Government Code
IRA   Instructionally Related Activities
OSPLD Office of Student Programs/Leadership Development
REP   Resolution of the Committee on Educational Policy
SDSU  San Diego State University
SNAPS Student Needs and Priorities Survey
SUAM  State University Administrative Manual
VPSS  Vice President for Student Services
EXECUTIVE SUMMARY

As a result of a systemwide risk assessment conducted by the Office of the University Auditor during the last quarter of 2002, the Board of Trustees, at its January 2004 meeting, directed that Student Activities be reviewed. Student Activities was partially audited in 1980 in a sequence of audits on Instructionally Related Activities fees.

We visited eight campuses from March 15, 2004, through December 3, 2004, and audited the procedures in effect at that time. Campus specific findings and recommendations have been discussed and reported individually.

In our opinion, student activities throughout the California State University would benefit from attention to systemwide policy and the means by which such policies are established, interpreted, and communicated particularly pertaining to program evaluations, the relationship of student organizations to the campus, delegations to auxiliary organizations, involvement with student activities occurring off-campus, documenting/retaining student organization and event approvals, and recording disciplinary probations.

The following summary provides management with an overview of conditions requiring attention. Areas of review not mentioned in this section were found to be satisfactory. Numbers in brackets [] refer to page numbers in the report.

GENERAL ENVIRONMENT [7]

Systemwide policies for certain critical aspects of student organizations and activities were non-existent, informally established, and undocumentated, outdated, and/or unclear. The chancellor's office had not developed policies, procedures, and/or systemwide guidelines for student activities program evaluation. Additionally, there were very few standard systemwide policies, procedures, guidelines, and/or benchmarks for student organizations and activities and a lack of definition regarding appropriate delegation between campuses and auxiliary organizations. Existing systemwide policy for minor representative officers was not consistently followed and did not include monitoring requirements, while existing policy for club sports insurance was outdated and unfamiliar to some campus management. Further, systemwide policy concerning campus involvement with student activities conducted off-campus was unwritten and informally communicated to campuses. In addition, chartering documentation for student organizations was inadequate, to varying degrees, at all campuses visited. For example, student organization files were incomplete or had been discarded, the availability and qualifications of club advisors were not consistently verified, club orientation records did not demonstrate attendance, and required club officer or advisor signatures were missing.

ACTIVITY/EVENT MANAGEMENT [15]

Documentation of activity/event authorizations for student organizations was incomplete at six of eight campuses visited. A review of activity/event paperwork showed unanswered questions on whether food would be prepared or alcohol served, no indication of insurance requirements and applicable permits or fees, and missing approval signatures such as those from the club/organization advisor or campus public
safety. In addition, informed consent forms for intramural sports were inadequately documented or not retained.

STUDENT JUDICIARY [17]

The processing of cheating/plagiarism cases in judicial affairs varied and disciplinary probations were inconsistently recorded, which adversely affects the impact/significance of disciplinary sanctions.
INTRODUCTION

BACKGROUND

The 2003 *Book of Professional Standards for Higher Education* by The Council for the Advancement of Standards in Higher Education (CAS) states that campus activities are the combined efforts of clubs and organizations established for and/or by students. CAS published these standards for educators and policy-makers based on input from multiple industry experts since approximately 1986. The most recent CAS publication (2003) contains 29 functional area standards, including campus activities, fraternity and sorority advising, judicial programs, and recreational sports programs. One stated purpose of these standards is to provide practitioners with industry best practices that any college or university program can achieve.

Many auxiliary organizations in the California State University (CSU), notably the associated students and student unions, are integrally involved with student activities. The associated students typically provide funding from student body organization fees to student organizations that are chartered/recognized by the campus. Student unions develop and market programs primarily for students. Both auxiliary organizations fund or co-sponsor specific events, at which students are the primary participants.

On a systemwide basis, the CSU conducts a Student Needs and Priorities Survey (SNAPS) approximately once every five years. The SNAPS includes evaluations for certain student activities-related factors, and the students are requested to prioritize functions, activities, and services in the order of importance to them, as well as assign a quality rank. There are four student activities-related factors evaluated in SNAPS as follows:

- Student clubs and organizations.
- Recreational programs and/or activities.
- Student union activities.
- Fraternities and sororities.

In the 1989 SNAPS, these factors were ranked in the bottom quartile in terms of importance to the students in meeting their educational objectives. The highest quality rating was given to student clubs and organizations.

In a September 2002 article entitled, “Who’s Responsible for Student Clubs?,” United Educators describes the relationship between student clubs and the institution as follows:

Some institutions assume close supervision over student clubs, others take a more distant stance, and still others blend the two approaches. At the two extremes, the two approaches are sometimes termed “hands-on” and “hands-off.” In between is a hybrid model, an “arm’s-length relationship,” in which the institution controls some aspects of student activities, but leaves others for the clubs to manage. None of the methods is foolproof.
INSTITUTIONS

Institutions that implement the hands-off model frequently do so, among other reasons, to insulate themselves from potential liability. Some legal experts, however, question this strategy's effectiveness. They believe that a court would find a university had a duty to manage a student club regardless of the formal limits on institutional control. (It is, of course, difficult to predict legal outcomes in the abstract, because factors such as state law and the precise facts of a dispute carry enormous weight.) At the other end of the control spectrum, the hands-on approach may be desirable but impractical due to resource limitations.

Institutions will have to decide where they should be along this control spectrum, and with the advice of legal counsel, consider developing a consistent overall approach to managing student clubs. Additionally, it might be advisable for that policy to address such issues as the use of the institution's name, logo, and resources.

Title V § 41500 et seq. prohibits recognition of student organizations that discriminate.

In November 2000, the chancellor appointed a committee to review the CSU's alcohol policies and prevention programs. The committee's final report was presented to the Board of Trustees in July 2001. At that board meeting, the Trustees passed a resolution (Resolution of the Committee on Educational Policy 07-01-03) to adopt and implement the committee's recommendations. These recommendations included policy directions, activation of alcohol advisory councils on each campus, mechanisms for assessing and reporting on program outcomes, and resource commitments. At the July 2003 meeting, the Trustees received, as an information item, the first biennial report on the CSU's alcohol policies and prevention program.

Pursuant to Education Code § 66017 and § 66300, the CSU Trustees adopted Title V § 41301 - § 41304 that defines the student code of conduct and establishes the basis for administratively sanctioning violations through such means as probation, suspension, or expulsion. The various causes for student discipline include academic dishonesty, obstruction or disruption of the educational process, unauthorized use of or damage to property, abusive behavior such as hazing, and violation of any order of a campus president. CSU systemwide requirements on student discipline are addressed in Executive Order 628, Student Disciplinary Procedures, dated September 30, 1994. Other guidance is provided through the CSU General Counsel's Student Disciplinary Manual issued in November 1994.

Title V § 41401 addresses student elections. An uncoded memorandum to campus presidents entitled Minimum Academic Qualifications for Student Office Holders, dated August 29, 1997, identifies requirements for election candidates and incumbent office holders, such as grade point average and unit loads.
INTRODUCTION

PURPOSE

Our overall audit objective was to ascertain the effectiveness of existing policies and procedures related to the administration of Student Activities and to determine the adequacy of controls over the related processes to ensure compliance with relevant governmental regulations, Trustee policy, Office of the Chancellor directives, and campus procedures.

Within the overall audit objective, specific goals included determining whether:

- Administration of student activities provides effective operating controls and governance processes, clear lines of organizational authority, and documented policies and procedures.

- The campus has recently completed or undertaken initiatives to improve student activities operations and maximize resources, and adopted best practices inherent in student activities industry standards.

- Qualified individuals and volunteers are used to adequately staff student activities programs.

- Student privacy is adequately protected from inappropriate disclosure of club/organization affiliation and activity participation.

- Policies and procedures prohibit discrimination in recognition of student organizations but include reasonable measures for detection/prevention of unauthorized group affiliations.

- Students are adequately informed of the existence of student clubs/organizations and participation opportunities.

- Student office holders are elected under reasonable procedures and meet eligibility qualifications.

- Roles and responsibilities of faculty/staff advisors to student clubs and organizations are defined, and expectations are understood.

- Prohibitions against discrimination and hazing have been communicated and are being monitored, and CSU alcohol/drug policies and prevention programs have been integrated into student activities.

- Reasonable procedures for prevention, discovery, and disposition of unapproved student activities have been established.

- Student activities are properly supervised and evaluated, and rules and regulations for student safety in activities/events have been established and enforced.

- CSU requirements for disciplinary proceedings are followed, and disciplinary sanctions have been equitable/fair and student rights protected.
Recent prohibitions against unauthorized use of academic presentations for commercial purposes have been implemented.

**SCOPE AND METHODOLOGY**

The proposed scope of the audit, as presented in Attachment B, Agenda Item 2 of the January 27-28, 2004, meeting of the Committee on Audit, stated that Student Activities includes activities relating to social and co-curricular programs, recreational sports, clubs, organizations, and student judicial review. Potential impacts include inappropriate activities, personal injury, and litigation. Student activities administered solely by CSU auxiliary organizations have been excluded from this review.

Our study and evaluation were conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing* issued by the Institute of Internal Auditors, and included the audit tests we considered necessary in determining that operational and administrative controls are in place and operative. This review emphasized, but was not limited to, compliance with state and federal laws, Board of Trustee policies, and Office of the Chancellor and campus policies, letters, and directives. Industrywide standards were also considered. The audit review period was fiscal year 2002/03 to date.

We focused primarily upon the internal administrative, compliance, and operational controls over student activities management. Specifically, we reviewed and tested:

- Student activities policies and procedures.
- Student activities staffing and organization plans.
- Chartering/recognition of student clubs and organizations.
- The processes for planning, approving, and supervising student activities.
- Student election procedures and monitoring.
- Student judicial activity.

During the course of the audit, we visited eight campuses: Bakersfield, Fresno, Fullerton, Long Beach, San Diego, San Francisco, Sonoma, and Stanislaus. We interviewed personnel involved in student activities, student organizations, and student judiciary; reviewed related policies and procedures; and tested transactions.
OBSERVATIONS, RECOMMENDATIONS, AND MANAGEMENT RESPONSES

GENERAL ENVIRONMENT

OVERALL PROGRAM EVALUATIONS

The chancellor’s office had not developed policies, procedures, and/or systemwide guidelines for student activities program evaluation.

We noted that student activities had not been evaluated using self-assessment instruments similar to those provided by The Council for the Advancement of Standards in Higher Education (CAS) at four of the eight campuses visited. One other campus had done a recent self-study in student affairs under California State University’s Quality Improvement program using CAS as an outline.

According to the 2003 Book of Professional Standards for Higher Education, CAS has specifically established self-assessment guides for each set of standards and recommended a seven-step process for implementation. These steps range from establishing a self-assessment team to preparing an action plan for program enhancement.

Campus management cited various reasons for not using CAS including disagreement on the applicability of the methodology, the availability of other types of evaluation feedback, and the lack of staff resources to conduct a full-scale assessment.

Absence of program self-assessment and comparison with industry standards increases the risk that program improvements will not occur and student activities resources will not be maximized.

Recommendation 1

We recommend that the chancellor’s office develop, document, and communicate appropriate systemwide policies, procedures, and/or guidelines for student organizations and activities, including program self-assessment and comparison with industry standards.

Management Response

We concur with this recommendation. The chancellor’s office will work with the steering committee of the vice presidents for student affairs to identify appropriate systemwide policies and procedures for student organizations and activities that address this recommendation. Appropriate policies and procedures will be communicated to campuses by January 31, 2006.
STUDENT ORGANIZATIONS

On a systemwide basis, there were very few standard policies, procedures, guidelines, and/or benchmarks for student organizations and activities and a lack of definition regarding appropriate delegation between campuses and auxiliary organizations.

A varying number of student organizations existed at each of the campuses visited as follows:

<table>
<thead>
<tr>
<th>CAMPUS</th>
<th>APPROX # OF CLUBS/ORGANIZATIONS</th>
<th># OF FALL 2003 STUDENTS</th>
<th># OF CLUBS PER 100 STUDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakersfield</td>
<td>85</td>
<td>7,933</td>
<td>1.07</td>
</tr>
<tr>
<td>Fresno</td>
<td>207</td>
<td>22,342</td>
<td>0.93</td>
</tr>
<tr>
<td>Fullerton</td>
<td>250</td>
<td>32,592</td>
<td>0.77</td>
</tr>
<tr>
<td>Long Beach</td>
<td>252</td>
<td>34,715</td>
<td>0.73</td>
</tr>
<tr>
<td>San Diego</td>
<td>250</td>
<td>33,676</td>
<td>0.74</td>
</tr>
<tr>
<td>San Francisco</td>
<td>238</td>
<td>29,686</td>
<td>0.80</td>
</tr>
<tr>
<td>Sonoma</td>
<td>118</td>
<td>8,371</td>
<td>1.41</td>
</tr>
<tr>
<td>Stanislaus</td>
<td>78</td>
<td>8,072</td>
<td>0.97</td>
</tr>
<tr>
<td><strong>EIGHT CAMPUS AVG</strong></td>
<td><strong>83</strong></td>
<td><strong>1.00</strong></td>
<td><strong>0.83</strong></td>
</tr>
</tbody>
</table>

Although each of the campuses visited had a process for annually chartering/recognizing student organizations and approving on-campus student activities, there was nothing on a systemwide basis that addressed issues such as:

- The appropriate number of clubs/organizations that should exist for a campus program to be effective.
- The minimum number of student club/organization members or participants in an organization's activities to evidence adequate campus marketing of extracurricular learning opportunities.
- The minimum number of students necessary to establish and/or continue student clubs/organizations. For example, at the eight campuses visited, the number of participants for establishing new organizations ranged from a couple of officers at two campuses to 15 students at two other campuses.
- Whether membership in student clubs/organizations should be restricted to enrolled students and under what conditions non-students or students at other universities might participate. We noted that some campuses had established non-voting memberships or associate memberships to accommodate non-students, while other campuses imposed restrictions such as prohibiting non-students from holding office or voting on club/organization matters.
OBSERVATIONS, RECOMMENDATIONS, AND MANAGEMENT RESPONSES

- Whether a formal process to charter/recognize student clubs/organizations should be required. Resolution of the Committee on Educational Policy (REP) 07-03-01 Item 10, which addressed effective training, intervention, and treatment programs for alcohol, stated only that campuses should include expectations of members, officers, and advisors in the annual student organization registration documents, which presupposed that such a process was required.

- Who should be accountable and responsible for approving clubs/organizations and under what circumstances might campuses delegate major components of these responsibilities to auxiliary organizations, such as was done with the Associated Students of San Diego State University (SDSU).

Title 5 §42500(a) lists the functions that have been determined appropriate for auxiliary organizations to perform and further stipulates in §42500(e) as follows:

An auxiliary organization shall not engage in a function not listed in subdivision (a) of this section unless an appropriate amendment is made to subdivision (a) by the Board of Trustees, adding said function to the list of approved functions of auxiliary organizations, or unless such function is essential to satisfy the corporation laws of the State of California.

Title 5 §42500(a) does not specifically state that auxiliary organizations should engage in managing student organizations and approving student activities.

- Whether auxiliary organizations should be permitted to fund student organizations/activities that have not been approved by the campus.

- The conditions beyond non-discrimination (Title 5, §41500 et seq.) and compliance with alcohol and drug mitigation measures (REP 07-03-01) that should be met for a student organization to achieve/retain official recognition status.

- The benefits that might be conveyed by campuses to officially recognized student organizations and denied to others.

- The appropriate qualifications for advisors to student organizations. For example, many of the campuses visited required an advisor to be a full-time campus employee.

- The extent of involvement expected from faculty/staff advisors or others in overseeing student organizations. We noted that there were shortcomings on the extent of advisor orientation and training and a lack of clarity on how involved advisors should be in student organization activities on each of the campuses visited.

The Standing Orders of the Board of Trustees delegate to the campus presidents the authority and responsibility to take whatever actions are necessary, consistent with Trustee and Office of the Chancellor policy and applicable law, for oversight of student affairs.
The absence of systemwide policies, procedures, guidelines, and/or benchmarks and a lack of definition regarding appropriate delegation between campuses and auxiliary organizations exposes the California State University (CSU) to risks associated with inconsistent administration and missed opportunities for implementation of best practices.

**Recommendation 2**

We recommend that the chancellor's office develop, document, and communicate appropriate systemwide policies, procedures, and/or guidelines for student organizations and activities, including those activities that are appropriate for delegation between campuses and auxiliary organizations.

**Management Response**

We concur with this recommendation although, we do not believe some of the comments or suggestions in the narrative are appropriate, e.g., establishing an appropriate number of clubs and organizations that should exist for a campus of a given size and minimum number of students necessary to establish a club. However, several of the findings in the audit report are valid, and the chancellor's office will work with the steering committee of the vice presidents for student affairs to review these and to determine appropriate policies, procedures, and/or guidelines for student organizations and activities. Appropriate policies and procedures will be communicated to campuses by January 31, 2006.

**MINOR REPRESENTATIVE OFFICERS**

Existing systemwide policy allows campuses the flexibility to define minor representative officers and to apply systemwide policy to determine their eligibility. However, the systemwide policy was not consistently followed and did not include campus monitoring requirements.

Although some campuses visited had standards for certain officers of student clubs/organizations, the majority of the campuses had not established these standards within the context of the coded memorandum Academic Affairs, Educational Support (AAES) 93-08 update and had not formally defined minor representative officers. Additionally, informal standards for club/organization minor representative officers, such as enrollment in a specified number of units, were not consistently monitored.

The 1997 uncoded memorandum updating AAES 93-08 states that it is the policy of the CSU that student office holders have an obligation to demonstrate academic involvement, achievement, and progress. It further states that minor representative officers are to be defined by the campus. The possibility that the campuses could opt for no definition and not designate any such officers was not specifically stated, although that was what we noted on five of the eight campuses visited.

Campus management stated that the lack of designation of minor representative officers and checking eligibility of officers for student clubs/organizations was a resource issue because it involved monitoring compliance for a larger number of students than just those in the major representative officer positions. Campus management further stated that the minor representative officer category
had not been publicized enough to engender a consistent systemwide understanding and awareness of the requirements.

The absence of minor representative officer designations and documented verification of office holder enrollment status/qualifications increases the risk that student representation will be inappropriate and may adversely affect the system's ability to partner with student club/organization officers in policy implementation.

**Recommendation 3**

We recommend that the chancellor's office update and clarify existing systemwide policy for minor representative officers to include whether or not a campus must define and designate minor representative officers and require documented verification of office holder enrollment status/qualifications.

**Management Response**

We concur with this recommendation. The chancellor's office will work with the steering committee of the vice presidents for student affairs to address this recommendation. Appropriate policy updates and clarifications will be communicated to campuses by January 31, 2006.

**OFF-CAMPUS STUDENT ACTIVITIES**

Systemwide policy concerning campus involvement with student activities conducted off-campus was unwritten and informally communicated to campuses.

The unwritten systemwide policy was that campuses should not be involved with student activities conducted off-campus by chartered student clubs/organizations. This approach applied even if student fees had funded the activity.

An example of a recent systemwide presentation on this issue was the 2004 “Fitting the Pieces Together” conference session on Management of Student Organization Risks. This presentation included information on contracted independent organizations at the University of Virginia whereby written agreements were executed with student clubs/organizations declaring them to be independent and not agents of the university. The California Polytechnic State University, San Luis Obispo campus made this conference presentation, which included comments on their experiences in implementing contractual relationships with student organizations.

Although the campuses visited had all worked hard to establish boundaries to define the scope of campus involvement with student activities/organizations that stopped at anything occurring off-campus, we noted exceptions such as:

- The Center for Fraternity and Sorority Life at the San Diego campus issued noise permits on behalf of the city for functions at off-campus Greek houses.
The San Francisco campus met with student organizations planning off-campus protests or marches.

The Sonoma campus accepted and posted flyers advertising off-campus parties.

However, management at each of these campuses remained adamant that they were not approving or in any way establishing responsibility for supervision of the off-campus activities of chartered student clubs/organizations.

Some campus management stated that the Office of General Counsel had verbally advised them that non-involvement with off-campus activities appropriately limited CSU’s liability.

Actions to limit involvement with off-campus activities may not fully resolve liability issues, could jeopardize student welfare, and may have a detrimental effect on the university’s image.

**Recommendation 4**

We recommend that the chancellor’s office formalize systemwide policy concerning campus involvement with student activities conducted off-campus by chartered student clubs/organizations.

**Management Response**

We concur with this recommendation.

The proposed Title 5 revision of the Student Conduct Code presented to the Board of Trustees for information in July 2005 and returning for action at its September 2005 meeting will, if adopted, address the key findings in this recommendation by clarifying the university’s authority for off-campus behavior that includes students who are members of clubs and organizations. The Student Conduct Code sets the standard of expected behavior and sets out conduct that is unacceptable and subject to discipline through the university’s processes. It has not been significantly revised in many years. Over time, minor procedural issues and definitional questions have arisen. More recently, there has been debate regarding the extent of the university’s reach into off-campus behavior of CSU students. This complete revision of the code is an effort to respond to all of those issues, streamline and update the language. Importantly, this new version also contains a statement of the positive expectations of student conduct, in addition to a listing of unacceptable behavior that can invoke the code.

In addition to this pending modification to Title 5, the chancellor’s office will work with the steering committee of the vice presidents for student affairs, including representatives from the Office of General Counsel and Risk Management, to explore and recommend appropriate written agreements that identify the relationship between student clubs/organizations and campuses. The outcome of this review will be communicated to campuses by January 31, 2006.
CLUB SPORTS INSURANCE

Existing systemwide policy for club sports insurance was outdated and unfamiliar to some campus management.

Club sports programs existed at each of the eight campuses visited. The assignment of responsibility for administering club sports, including provision of insurance, varied from campus to campus and even included the delegation of responsibility to an auxiliary organization at some campuses as follows:

<table>
<thead>
<tr>
<th>CAMPUS</th>
<th>APPROXIMATE # OF CLUB SPORTS TEAMS</th>
<th>STATE</th>
<th>NON-STATE</th>
<th>ADMINISTERED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakersfield</td>
<td>3</td>
<td>√</td>
<td></td>
<td>Student Affairs</td>
</tr>
<tr>
<td>Fresno</td>
<td>15</td>
<td>√</td>
<td></td>
<td>Student Affairs</td>
</tr>
<tr>
<td>Fullerton</td>
<td>6</td>
<td></td>
<td>√</td>
<td>Associated Students, Inc.</td>
</tr>
<tr>
<td>Long Beach</td>
<td>20</td>
<td>√</td>
<td></td>
<td>Department of Sports, Athletics, and Recreation</td>
</tr>
<tr>
<td>San Diego</td>
<td>19</td>
<td></td>
<td>√</td>
<td>Associated Students of SDSU</td>
</tr>
<tr>
<td>San Francisco</td>
<td>1</td>
<td></td>
<td>√</td>
<td>Kinesiology Department – College of Health and Human Services</td>
</tr>
<tr>
<td>Sonoma</td>
<td>14</td>
<td></td>
<td>√</td>
<td>Sonoma Student Union Corporation</td>
</tr>
<tr>
<td>Stanislaus</td>
<td>4</td>
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<td>√</td>
<td>Student Affairs</td>
</tr>
</tbody>
</table>

State University Administrative Manual (SUAM) §3726.14.07 states that the cost of insurance for extramural athletics (club sports) shall be paid from instructionally related activities (IRA) fee revenue. Only one of the eight campuses visited complied with this requirement. Most campuses paid insurance through auxiliary organization funds, although one campus (Sonoma) required participants to pay a separate $20 fee specifically for club sports insurance directly to an auxiliary organization, while another campus (San Francisco) did not have insurance for club sports. We also noted that superseded versions of CSU executive orders on student fees (Executive Order (EO) 290 and EO 429) specifically addressed the cost of insurance for extramural activities whereas the more recent versions, including current EO 740, did not contain the same restrictive language.

Management at most of the campuses visited stated that they were unaware of this SUAM provision or were unsupportive of the requirement to fund the costs through IRA fee revenue because of other IRA resource commitments that were considered higher priorities.

Insistence on funding the cost of club sports insurance from IRA fee revenue could jeopardize the viability of IRA fee funded programs and contradict recent delegations providing presidents with more fiscal flexibility, while no insurance or insurance which might not properly indemnify the CSU unnecessarily exposes the system to increased risk.
Recommendation 5

We recommend that the chancellor’s office review, update, and communicate systemwide policy for club sports insurance.

Management Response

We concur with this recommendation. The chancellor’s office will work with the steering committee of the vice presidents for student affairs, including representatives from the Office of General Counsel, Business and Finance, and Risk Management to review and update systemwide policy for club sports insurance. An appropriate policy will be communicated to campuses by January 31, 2006.

CHARTERING DOCUMENTATION

To varying degrees, chartering documentation for student organizations was inadequate at all campuses visited.

Some form of annually chartering/recognizing student organizations existed at each campus visited that typically involved student groups filing an application with certain supporting documentation. A charter was granted upon completion/review of the documents and compliance with other requirements such as securing a faculty/staff advisor, officer attendance at club/organization orientation, and completion of officer responsibility statements.

We noted that:

- Student organization files were incomplete or had been discarded.
- Availability and qualifications of club advisors were not consistently verified.
- Club orientation records did not demonstrate attendance.
- Required club officer or advisor signatures were missing.

Two systemwide student organization chartering requirements are:

- Title 5 §41503, provisions for non-discrimination in student organizations, requires each student organization to file with the campus copies of all constitutions, charters, or other documents relating to its policies.

- REP 07-03-01 Item 10, which addresses effective training, intervention and treatment programs for alcohol, states that campuses should include expectations of members, officers, and advisors in the annual student organization registration document.

Other requirements for chartering/recognizing student organizations are imposed by individual campuses and fluctuate. For example, some campuses required full-time or half-time appointment for faculty/staff advisors to student organizations.
Government Code (GC) §13402 and §13403 state that management is responsible for establishing and maintaining a system of internal administrative controls, which includes documenting the system, communicating system requirements to employees, and assuring that the system is functioning as prescribed and is modified, as appropriate, for changes in conditions. Further, a satisfactory system of internal administrative controls shall include, but not be limited to, an established system of practices to be followed in performance of duties and functions.

Campus management cited various reasons for the incomplete documentation including changes in personnel, chartering forms, and/or practices; involvement of multiple offices; and workload considerations.

Failure to adequately document compliance with chartering/registration requirements for student clubs and organizations exposes the CSU to potential liability for incidents that might be attributed to inadequate communication and misunderstanding of expectations.

**Recommendation 6**

We recommend that the chancellor’s office remind the campuses of the importance of documenting compliance with student organization chartering requirements.

**Management Response**

We concur with this recommendation. The chancellor’s office will remind campuses of the importance of documenting compliance with student organization chartering requirements in a systemwide coded memorandum by September 30, 2005.

**ACTIVITY/EVENT MANAGEMENT**

Documentation of activity/event authorizations for student organizations was incomplete at six of the eight campuses visited.

We noted that:

- Activity/event paperwork was incomplete, including unanswered questions on whether food would be prepared or alcohol served, no indication of insurance requirements and applicable permits or fees, and missing approval signatures such as those from the club/organization advisor or campus public safety.

- Informed consent forms for intramural sports were inadequately documented or not retained.

GC §13402 and §13403 state that management is responsible for establishing and maintaining a system of internal administrative controls, which includes documenting the system, communicating system requirements to employees, and assuring that the system is functioning as prescribed and is modified, as appropriate, for changes in conditions. Further, a satisfactory system of internal
administrative controls shall include, but not be limited to, an established system of practices to be followed in performance of duties and functions.

Campus management cited various reasons for these issues including incomplete staff training, involvement of different offices including auxiliary organizations, and misunderstanding of document retention requirements.

Incomplete documentation and inadequately addressing risks for intramurals and club sports unnecessarily exposes the CSU to potential liability and increases the likelihood of unauthorized activities/events.

**Recommendation 7**

We recommend that the chancellor's office remind the campuses of the importance of documenting authorizations for activities by chartered student organizations, including informed consent forms for intramural sports.

**Management Response**

We concur with this recommendation. The chancellor's office will remind campuses of the importance of documenting authorizations for activities by chartered student organizations, including informed consent forms for intramural sports, in a systemwide coded memorandum by September 30, 2005.
STUDENT JUDICIARY

The processing of cheating/plagiarism cases in judicial affairs varied, and disciplinary probations were inconsistently recorded.

The number of student discipline cases varied considerably from campus to campus based on reported statistics. For comparison purposes, we requested data from the eight campuses visited and received the following information, which we normalized based on enrollments:

<table>
<thead>
<tr>
<th>CAMPUS</th>
<th>APPROX # OF CASES PER YEAR</th>
<th># OF FALL 2003 STUDENTS</th>
<th># OF CASES PER 1,000 STUDENTS</th>
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</thead>
<tbody>
<tr>
<td>Bakersfield</td>
<td>50</td>
<td>7,933</td>
<td>6.33</td>
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<tr>
<td>Fresno</td>
<td>190</td>
<td>22,342</td>
<td>8.52</td>
</tr>
<tr>
<td>Fullerton</td>
<td>300</td>
<td>32,592</td>
<td>9.23</td>
</tr>
<tr>
<td>Long Beach</td>
<td>90</td>
<td>34,715</td>
<td>2.59</td>
</tr>
<tr>
<td>San Diego</td>
<td>1,900</td>
<td>33,676</td>
<td>56.54</td>
</tr>
<tr>
<td>San Francisco</td>
<td>170</td>
<td>29,686</td>
<td>5.72</td>
</tr>
<tr>
<td>Sonoma</td>
<td>180</td>
<td>8,371</td>
<td>21.69</td>
</tr>
<tr>
<td>Stanislaus</td>
<td>40</td>
<td>8,072</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>EIGHT CAMPUS AVG</strong></td>
<td></td>
<td><strong>16.46</strong></td>
<td></td>
</tr>
</tbody>
</table>

One campus (Long Beach) with a low number of cases did not count informal hearings in disciplinary caseload. Another campus (San Diego) with a high number of cases counted many more infractions in the residence halls as disciplinary cases than the other campuses visited. These two campuses were among the largest in the system and comparable in size based on their student populations, yet they reported radically different information.

Cheating/Plagiarism and Student Discipline

The capability to report and aggregate repetitive student code of conduct violations for cheating and plagiarism varied among the campuses visited. At the majority of campuses, it was permissive for faculty to voluntarily refer cheating/plagiarism cases to the coordinator of student discipline and the coordinator tracked repetitive cases. Some campuses had referrals included in academic policy. Disparities in campus practice were exhibited in the two examples below of Fullerton (which had a policy that leaned toward a mandatory referral at the time of our visit) and Sonoma (which did not allow any referral, except in egregious cases, by resolution of the academic senate at the time of our visit). Excerpts from these two campus policies are as follows:

Fullerton - Academic Dishonesty (University Policy Statement #300.021)
An instructor who is convinced by the evidence that a student is guilty of academic dishonesty shall 1) assign an appropriate academic penalty and 2) report it to the vice president for student
services (VPSS). The VPSS shall maintain an Academic Dishonesty File of all cases. On the first reported incident, the VPSS may initiate disciplinary proceedings and must do so when there are two or more incidents involving the same student.

Sonoma – Cheating and Plagiarism (Policy #1992-1)
When there is informal resolution and a sanction is agreed upon, the faculty member may, but is not required to, complete a Cheating and Plagiarism Record of Informal Resolution. The completed form shall remain with the faculty member with a copy given to the student. When there are allegations of a particularly serious violation of the Cheating and Plagiarism Policy, administrative sanctions may be requested by a faculty member who files a completed Cheating and Plagiarism Complaint Form with the coordinator of university student discipline.

Title 5 §41301(a) states that cheating or plagiarism in connection with an academic program is a cause for expulsion, suspension, probation, or a lesser sanction. The Office of General Counsel Student Discipline Manual Revised October 2004 §II.F indicates that issues relating to academic disqualification are separate from student discipline.

Lack of adequate recordkeeping for academic sanctions regarding cheating and plagiarism increases the risk that multiple violations or repeat offenders would not be identified for possible administrative sanction.

The disparities in practice among the campuses on cheating/plagiarism resulted in wide variations on recordkeeping and the appearance that cheating/plagiarism violations might not be consistently handled from campus-to-campus. For the exact same violation, a student on campus A received only an academic sanction (e.g., a failing grade), but on campus B, a student record was created in the student discipline office with additional potential administrative sanctions (e.g., disciplinary probation).

Recording Judicial Sanctions Settled by Agreement

Disciplinary probations were not being consistently recorded in the student’s academic record at four of the eight campuses visited if the probation was imposed and accepted by a student during a settlement conference.

EO 628, Revised Student Discipline Procedures, dated September 30, 1994, prescribes a system of due process for disciplinary proceedings that includes investigation of facts, conferencing with students, settlement agreements, and formal hearings. Article VI.1.a describes probation as follows:

A period of time during which the privilege of continuing in student status is conditional. The conditions may include, but are not limited to loss of specified privileges which a current student would otherwise be entitled to and an acknowledgement by the student that any additional violations of the student code will result in more serious sanction.
EO 628 Article VI.6 – Record of Discipline requires that:

Probation and suspension shall be made part of the student’s academic record during the term of the probation or suspension.

EO 628 does not differentiate between probations accepted through a settlement agreement versus those that are imposed through a disciplinary hearing.

Some campus management stated that they were following unwritten advice of General Counsel that they were free to apply/record any type of student disciplinary sanction if the case was voluntarily resolved through settlement agreement versus the disciplinary hearing process.

Variations in terminology reduce the meaning and significance of sanctions and destroy comparability among campuses within the system, while the lack of adequate recordkeeping for all types of probations and suspensions increases the risk of the campus producing misleading transcripts, students improperly receiving services during periods of ineligibility, multiple violations and repeat offenders not being identified for possible administrative sanction, and adversely affects the impact/significance of disciplinary sanctions.

**Recommendation 8**

We recommend that the chancellor’s office clarify, document, and communicate a process to ensure consistent handling of cheating and plagiarism cases including the options available for counting and recording disciplinary probations.

**Management Response**

We concur with this recommendation. The chancellor’s office will work with the steering committee of the vice presidents for student affairs, including representatives from the Office of General Counsel and the statewide academic senate, to clarify, document, and communicate a process to ensure consistent handling of cheating and plagiarism cases. Appropriate policies and procedures will be communicated to campuses by January 31, 2006.
APPENDIX A:
PERSONNEL CONTACTED

Office of the Chancellor
David S. Spence  Executive Vice Chancellor and Chief Academic Officer (At time of review)
Gale Baker  University Counsel
Keith Boyum  Associate Vice Chancellor, Academic Affairs
Marsha Hirano-Nakanishi  Assistant Vice Chancellor, Academic Research
Allison Jones  Assistant Vice Chancellor, Student Academic Support
Mick McBride  Student Administration Project Director,
           Common Management System
Charlene Minnick  Director, Risk Management
Colleen Nickles  Senior Director, Financing and Treasury
Judy Osman  Associate Director, Student Academic Support
Dawn Theodora  University Counsel
Elisabeth Sheh Walter  University Counsel
Leon Washington  Associate Director, Enrollment Management Services
                   (At time of review)
Richard West  Executive Vice Chancellor and Chief Financial Officer

California State University, Bakersfield
Horace Mitchell  President
Steven Aguilar  Intramural Sports Coordinator
Marina Avalos-Kegley  Interim Director, Student Activities
Randy Bye  CSUB Foundation Manager
E. J. Callahan  Assistant Director, Educational Opportunity Program and
               Advisor to the Academic Advancement Center Peers
Irene Cook  Lecturer, Child Adolescent and Family Studies and
           Advisor to the Child Development Club
George Hibbard  Vice President, Student Affairs
Monique Idoux  Academic Skills Counselor, Student Achievement and Academic
               Retention Program and Advisor to Chi Alpha Epsilon
Michelle Jackson  Interim Coordinator, Judicial Affairs
Joyce Kohl  Professor, Fine Arts and Advisor to the Art Club
Mark Martinez  Associate Professor, Political Science and Advisor to Global Affairs
Homer Montalvo  Associate Vice President, Enrollment Services and
               Advisor to the Hispanic Scholarship Fund
Michael Morris  Sergeant, Public Safety
Mike Neal  Vice President, Business and Administrative Services
William Perry  Assistant Vice President, Student Life
Keith Powell  Director, Educational Support Services and
              Advisor to the Kappa Alpha Psi Fraternity
Frank Ramirez  Financial Aid Counselor and Advisor to the Delta Zeta Tau Fraternity
Edwin Sasaki  Associate Vice President for Academic Programs
Joanne Schmidt  Professor, French and Women’s Studies and
               Advisor to the French Club
Nolan Shaffer  Former Interim Director, Student Activities
Sharon Taylor  Assistant Vice President, Fiscal and Support Services
APPENDIX A: PERSONNEL CONTACTED

Frank Yap
Technical Coordinator, Fiscal Services and
Advisor to the Filipino American Student Association

California State University, Fresno
John D. Welty
President
Daniel Bernard
Assistant Lecturer, Department of Speech Arts and
Advisor for Pi Kappa Phi
Connan Campbell
Student Leadership and Greek Advisor
Carolyn Coon
Interim Executive Director for Student Life
Chris Fiorentino
Director of Students for Community Service and
Advisor to Bulldog Bible Talk
Sherri Fisk
Office Manager for Student Activities and Leadership Development
Robert Hernandez
Executive Director of Federal Programs and Judicial Affairs
Patrick Johnston
Master Sergeant, Department of Military Science and
Advisor for Ranger Challenge Club
Steve Katz
University Controller
Amy Lukianov
Director of the Jumpstart Program and
Advisor for the Jumpstart Organization
Frankie Moore
Student Leadership and Activities Advisor
and Advisor to Vintage Days
Gary Nelson
Coordinator for Student Activities and Leadership Development
Paul Oliaro
Vice President for Student Affairs and Dean of Students
Sam Omolayo
Geography Department Chair and Advisor to The Way
Howard Ono
Professor of Chemistry and Advisor to Pharmacia
Robert Paull
Associate Vice President, Associate Dean, and
Director of University Health and Psychological Services
Philip Schafer
Lecturer of Foreign Languages and Literatures
and Advisor for Colmena
Cynthia Teniente-Matson
Vice President for Administration and Chief Financial Officer
Victor Torres
Associate Professor, Department of Chicano Latino Studies and
Advisor for Upsilon Kappa Delta

California State University, Fullerton
Milton A. Gordon
President
Joseph Arnold
Associate Dean, College of the Arts
John Bedell
Sociology Department Chair and Professor
Kurt Borsting
Titan Student Union Director
Isaac Cardenas
Chicano Studies Chair and Professor
Betty Chavis
Accounting Department Chair and Professor
Carmen Curiel
Coordinator of Student Life
Vaughn Fahie
Assistant Director for Operations, Associated Students, Inc. (ASI)
Marsha Farwick
Director of Financial Operations and Technology, ASI
Heidi Fearn
Physics Faculty and Graduate Students Advisor
Willie Hagan
Vice President for Administration
Shelly Jenkins
Lecturer, Radio, TV, Film
Larry Martin
Assistant Coordinator for New Student Programs
Harvey McKee
Executive Director, ASI
### APPENDIX A: PERSONNEL CONTACTED

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Department/Advisor</th>
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<tbody>
<tr>
<td>Kandy Mink</td>
<td>Dean of Students</td>
</tr>
<tr>
<td>Sherri Newcomb</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Peter Othmer</td>
<td>Mechanical Engineering Professor</td>
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<tr>
<td>Robert Palmer</td>
<td>Vice President for Student Affairs</td>
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<tr>
<td>Sandra Perez-Linggi</td>
<td>Assistant Professor and Coordinator of Latin American Studies</td>
</tr>
<tr>
<td>Sandra Rhoten</td>
<td>Associate Dean of Judicial Affairs</td>
</tr>
<tr>
<td>Charles Tumlinson</td>
<td>Director of Jazz Studies</td>
</tr>
<tr>
<td>Alexander Tzoumas</td>
<td>Director of Internal Audit</td>
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<tr>
<td>Esiquio Uballe</td>
<td>Associate Dean of Students</td>
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<tr>
<td>Stephen Udell</td>
<td>Accounting Manager, ASI</td>
</tr>
<tr>
<td>Son Kim Vo</td>
<td>Coordinator of Intercultural Development Center</td>
</tr>
<tr>
<td>Karen Wall</td>
<td>Assistant Vice President for Student Affairs</td>
</tr>
<tr>
<td><strong>California State University, Long Beach</strong></td>
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<tr>
<td>Robert C. Maxson</td>
<td>President</td>
</tr>
<tr>
<td>Jeane Caveness</td>
<td>Assistant Dean of Students</td>
</tr>
<tr>
<td>Kathryn Courtney</td>
<td>Interim Director of Student Life and Development</td>
</tr>
<tr>
<td>William Griffith</td>
<td>Vice President for Administration and Finance</td>
</tr>
<tr>
<td>Richard Haller</td>
<td>Executive Director of Associated Students, Inc.</td>
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<tr>
<td>Rita Hayes</td>
<td>Recreation Director and Faculty/Staff Advisor to Alpine Ski and Snowboard Team</td>
</tr>
<tr>
<td>Mike Hostetler</td>
<td>Associate Vice President/Dean of Students</td>
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<tr>
<td>Steven Katz</td>
<td>Director of Judicial Affairs</td>
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<tr>
<td>Lloyd Kermode</td>
<td>Associate Professor, Department of English and</td>
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<tr>
<td></td>
<td>Faculty/Staff Advisor to English Student Association</td>
</tr>
<tr>
<td>Jeff Klaus</td>
<td>Assistant Director of Student Life and Development and</td>
</tr>
<tr>
<td></td>
<td>Student Life and Development Advisor to Zeta Phi Rho Fraternity</td>
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<tr>
<td>Arlene Lazawitz</td>
<td>Director of the Jewish Studies Program and</td>
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<tr>
<td></td>
<td>Faculty/Staff Advisor to Hillel</td>
</tr>
<tr>
<td>Arthur Levine</td>
<td>Professor of Ethics and Legal Studies, Department of Finance,</td>
</tr>
<tr>
<td></td>
<td>Real Estate and Law and Faculty/Staff Advisor to The Law Society</td>
</tr>
<tr>
<td>Ed Murawski</td>
<td>Associate Director of Housing</td>
</tr>
<tr>
<td>Jack Pearson</td>
<td>Chief of Police, University Police Department</td>
</tr>
<tr>
<td>Chris Ramirez</td>
<td>Customer Service Manager, Forty-Niner Shops, Inc. and</td>
</tr>
<tr>
<td></td>
<td>Faculty/Staff Advisor to Asian American Christian Fellowship</td>
</tr>
<tr>
<td>Doug Robinson</td>
<td>Vice President of Student Services</td>
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<tr>
<td>Fernando Solorzano</td>
<td>Sergeant, University Police Department</td>
</tr>
<tr>
<td>Aysu Spruill</td>
<td>Interim Director of Internal Auditing Services</td>
</tr>
<tr>
<td>Matt Taylor</td>
<td>Director of Forensics, Department of Communication Studies and</td>
</tr>
<tr>
<td></td>
<td>Faculty/Staff Advisor to Long Beach State Forensics Team</td>
</tr>
<tr>
<td>Eileen Tom</td>
<td>Coordinator of the Health Professions, Advising Office and</td>
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<tr>
<td></td>
<td>Faculty/Staff Advisor to Red Cross Organization</td>
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<tr>
<td>Brett Waterfield</td>
<td>Assistant Director of Student Life and Development, and Student Life</td>
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<td></td>
<td>and Development Advisor to Lambda Sigma Gamma National Sorority</td>
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<tr>
<td>Bill Webb</td>
<td>Lecturer of Wilderness Studies and</td>
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<td></td>
<td>Faculty/Staff Advisor to Outdoor Adventures</td>
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### San Diego State University

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Stephen L. Weber</td>
<td>President</td>
</tr>
<tr>
<td>DeJuan Benford</td>
<td>Intramural Sports and Sport Club Coordinator, Associated Students</td>
</tr>
<tr>
<td>Marty Block</td>
<td>Director, Center for Student Rights and Responsibilities</td>
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<tr>
<td>Theresa Blocker</td>
<td>Administrative Support Coordinator</td>
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<tr>
<td>Valerie Carter</td>
<td>Audit and Tax Manager</td>
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<tr>
<td>Doug Case</td>
<td>Coordinator, Center for Fraternity and Sorority Life</td>
</tr>
<tr>
<td>Evette Castillo</td>
<td>Assistant Dean of Students</td>
</tr>
<tr>
<td>Alex DeNoble</td>
<td>Professor of Management and Advisor to the Entrepreneur Society</td>
</tr>
<tr>
<td>Leona DePaepe</td>
<td>Deputy Fire Marshal, San Diego Fire Department</td>
</tr>
<tr>
<td>John Gaughen</td>
<td>Coordinator, Student Affairs Research and Assessment</td>
</tr>
<tr>
<td>Kamal Haddad</td>
<td>Professor, Finance and Advisor to the Finance and Investment Society</td>
</tr>
<tr>
<td>Susan Heiser</td>
<td>Associate Director, Associated Students</td>
</tr>
<tr>
<td>Jim Herrick</td>
<td>Executive Director, Alumni Association</td>
</tr>
<tr>
<td>Jennifer Johnson</td>
<td>Coordinator, Student Organizations and Activities</td>
</tr>
<tr>
<td>Jim Kitchen</td>
<td>Vice President for Student Affairs</td>
</tr>
<tr>
<td>Rick Lemon</td>
<td>Associate Computer Coordinator, Housing Administration</td>
</tr>
<tr>
<td>Julie Logan</td>
<td>University Judicial Officer</td>
</tr>
<tr>
<td>Mark Luther</td>
<td>Computer Coordinator, Housing Administration</td>
</tr>
<tr>
<td>Doreen Mattingly</td>
<td>Associate Professor, Women's Studies and Advisor to the Andrea</td>
</tr>
<tr>
<td>Howard Oleff</td>
<td>Advisor to the Advertising Club</td>
</tr>
<tr>
<td>Sally Roush</td>
<td>Vice President for Business and Financial Affairs</td>
</tr>
<tr>
<td>Samone Sayasenh</td>
<td>Counselor, Educational Opportunity Program and Advisor to the</td>
</tr>
<tr>
<td></td>
<td>O'Donnell Women's Resource Center</td>
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<tr>
<td>Mary Sharp</td>
<td>Records Supervisor, Enrollment Services</td>
</tr>
<tr>
<td>Jane Smith</td>
<td>Assistant Vice President, Academic Services and</td>
</tr>
<tr>
<td></td>
<td>Advisor to Mortar Board</td>
</tr>
<tr>
<td>Katie Taylor</td>
<td>Program Advisor, American Humanics</td>
</tr>
<tr>
<td>Doug Van Sickle</td>
<td>Acting Dean of Students</td>
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### San Francisco State University

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Robert A. Corrigan</td>
<td>President</td>
</tr>
<tr>
<td>Agnes Barin</td>
<td>Administrative Support Coordinator, Office of Student Programs/Leadership Development (OSPLD)</td>
</tr>
<tr>
<td>Joe Benjamin</td>
<td>Academic Counselor, Undergraduate Advising Center and</td>
</tr>
<tr>
<td></td>
<td>Advisor to the Iota Phi Theta Fraternity</td>
</tr>
<tr>
<td>Steve Blecha</td>
<td>Academic Personnel Assistant, Human Resources and Safety and</td>
</tr>
<tr>
<td></td>
<td>Risk Management, and Advisor/Coach, Men's Volleyball Club Sports Team</td>
</tr>
<tr>
<td>Kevin Bowman</td>
<td>Associate Vice President for Student Affairs/</td>
</tr>
<tr>
<td></td>
<td>Director, Counseling and Psychological Services</td>
</tr>
<tr>
<td>Lilia Chavez</td>
<td>Director, OSPLD</td>
</tr>
<tr>
<td>Donna Cunningham</td>
<td>Judicial Affairs Officer</td>
</tr>
<tr>
<td>Guy Dalpe</td>
<td>Managing Director, Cesar Chavez Student Center</td>
</tr>
<tr>
<td>Irene Donner</td>
<td>Administrative Support Coordinator, Internal Audit</td>
</tr>
</tbody>
</table>
APPENDIX A: PERSONNEL CONTACTED

Denise Fox-Needleman
Associate Vice President for Human Resources and Safety and Risk Management

Maria Garcia
Risk Services Associate

Trevor Getz
Associate Professor – History Department and Advisor to the Pi Kappa Phi Fraternity

Ricardo Gomes
Chair, Design and Industry Department and Advisor to the Organization of Black Designers

Martha Gorzycki
Assistant Professor, Cinema Department and Advisor to The Sequential Art and Literature Society

Mary Keller
Assistant Director for Program Services, Cesar Chavez Student Center

Karen Kingsbury
Director, Orientation and Retention and Advisor to the Gator Aider Club

Peter Koo
Executive Director, Associated Students, Inc.

Mohammad Kowsar
Professor, Theatre Arts Department and Advisor to the Theatre Arts Graduate Students Association

Phoebe Kwan
Executive Director, Division of Information Technology (DoIT)

Josh Levine
Lecturer in Composition, Theory and Electronic Music and Advisor to the Music Club

Franz Lozano
Associate Internal Auditor (At time of review)

Michael Martin
Director of Risk Management

Rafael Martinez
Program Coordinator, OSPLD and Advisor to the Hip Hop Coalition

Frances McGowan
Associate Director, Registrar’s Office

Linda Medina-Sam
Risk Services Coordinator

Paula Moran
Lecturer, Kinesiology Department and Director, Intramurals/Recreation

Leroy Morishita
Vice President, Administration and Finance

Hong Nguyen
Business Office Manager, Associated Students, Inc.

Bill Nichols
Professor, Cinema Department and Advisor to the Cinema Studies Graduate Student Association

Michael Ritter
Coordinator, Prevention Education Programs/CEASE Program

Donna Ryan
Manager, Employment and Compensation

J. E. “Penny” Saffold
Vice President for Student Affairs and Dean of Students

Jennifer Schwartz
Sergeant, Public Safety

Robert Shearer
Director, Environmental Health and Occupational Safety

Bita Shooshani
Prevention Education, Counseling and Psychological Services

Bob Spina
Chair, Kinesiology Department

Allyson Tintiangco-Cubales
Assistant Professor, Asian American Studies and Advisor to the League of Filipino Students

Jim Van Ness
Internal Auditor (At time of review)

Larry Ware
Associate Vice President for Fiscal Affairs and Controller

Sonoma State University

Ruben Armíñana
President

Trisha Allen
Campus Life/Greek Advisor

Ed Beebout
Advisor, The Sonoma State Star
### APPENDIX A: PERSONNEL CONTACTED

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Department</th>
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<tbody>
<tr>
<td>Liz Close</td>
<td>Professor and Chair, Nursing and</td>
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<tr>
<td></td>
<td>Faculty/Staff Advisor to Sigma Alpha Epsilon Fraternity</td>
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<tr>
<td>Letitia Coate</td>
<td>University Controller and Senior Director for Financial Services</td>
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<tr>
<td>Tammy Cotter</td>
<td>Alcohol/Drug Education and Prevention Specialist</td>
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<td>Erik Dickson</td>
<td>Executive Director, Associated Students</td>
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<tr>
<td>Christina Difani</td>
<td>Assistant Coach, Women’s Volleyball and</td>
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<td></td>
<td>Faculty/Staff Advisor to the Men’s Volleyball Club</td>
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<tr>
<td>Marilyn Dudley-Rowley</td>
<td>Lecturer, Sociology and</td>
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<td></td>
<td>Faculty/Staff Advisor for Cannabis and Society Education</td>
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<tr>
<td>George Ellington</td>
<td>University Controller and Senior Director for Financial Services</td>
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<tr>
<td>Larry Furukawa-Schlereth</td>
<td>Alcohol/Drug Education and Prevention Specialist</td>
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<tr>
<td>Heather Howard</td>
<td>Lecturer, Sociology and</td>
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<tr>
<td>Nate Johnson</td>
<td>Alcohol/Drug Education and Prevention Specialist</td>
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<tr>
<td>Shawn Kilat</td>
<td>Executive Director, Associated Students</td>
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<tr>
<td>Kurt Koehle</td>
<td>Assistant Coach, Women’s Volleyball and</td>
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<tr>
<td>Rand Link</td>
<td>Faculty/Staff Advisor to the Men’s Volleyball Club</td>
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<tr>
<td>Richard Ludmerer</td>
<td>Associate Professor, Computer Science and</td>
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<td>Faculty/Staff Advisor to the Computer Club</td>
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<tr>
<td>Neil Markley</td>
<td>Associate Professor, Computer Science and</td>
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<tr>
<td>Kris Montgomery</td>
<td>Associate Professor, Computer Science and</td>
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<td>Barbara Moore</td>
<td>Associate Professor, Computer Science and</td>
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<td>Mark Niemann</td>
<td>Associate Professor, Computer Science and</td>
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<tr>
<td>Lisa Noto</td>
<td>Associate Professor, Computer Science and</td>
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<td>Mack Schwing</td>
<td>Associate Professor, Computer Science and</td>
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<td>Darius Spearman</td>
<td>Associate Professor, Computer Science and</td>
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<td>Joe Standridge</td>
<td>Associate Professor, Computer Science and</td>
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<td>Lynn Stauffer</td>
<td>Associate Professor, Computer Science and</td>
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<td>Pam Su</td>
<td>Associate Professor, Computer Science and</td>
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<td>Vickie Vescio</td>
<td>Associate Professor, Computer Science and</td>
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<td>Faculty/Staff Advisor to the Computer Club</td>
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<td>Tom Wagner</td>
<td>Associate Professor, Computer Science and</td>
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<td>Steve Wilson</td>
<td>Associate Professor, Computer Science and</td>
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<td>John Wright</td>
<td>Associate Professor, Computer Science and</td>
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<tr>
<td>California State University, Stanislaus</td>
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<tr>
<td>Hamid Shirvani</td>
<td>President</td>
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<tr>
<td>Marvalene Hughes</td>
<td>President (At time of review)</td>
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<tr>
<td>Fernando Beltran</td>
<td>Academic Advisor, Educational Opportunity Program</td>
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<tr>
<td>Wanda Bonnell</td>
<td>Academic Advisor, Educational Opportunity Program</td>
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<tr>
<td>Alan Brown</td>
<td>Director, University Student Union</td>
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<tr>
<td>April Dunham-Filson</td>
<td>Accountant I</td>
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<tr>
<td>Fred Edmondson</td>
<td>Dean of Students/Associate Vice President, Student Affairs</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
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<tr>
<td>Mark Erickson</td>
<td>Director of Housing</td>
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<tr>
<td>Jennifer Humphrey</td>
<td>Executive Assistant to the Vice President for Student Affairs/Coordinator, Student Discipline</td>
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<tr>
<td>Troy Johnson</td>
<td>Assistant Track Coach/Athletic Academic Coordinator</td>
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<tr>
<td>Kelly Lautt</td>
<td>Machine Systems Specialist</td>
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<tr>
<td>Sari Miller-Antonio</td>
<td>Professor of Anthropology</td>
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<tr>
<td>Stacey Morgan-Foster</td>
<td>Vice President for Student Affairs</td>
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<tr>
<td>Ronald Noble</td>
<td>Senior Director, Retention Services/</td>
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<td></td>
<td>Director, Educational Opportunity Program</td>
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<tr>
<td>Robert Pecot</td>
<td>Freshman Success Coordinator</td>
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<tr>
<td>Brandon Price</td>
<td>Director, Student Leadership and Development</td>
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<tr>
<td>Cari Stammler</td>
<td>Administrative Director, Associated Students, Inc.</td>
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<tr>
<td>Mary Stephens</td>
<td>Vice President, Business and Finance</td>
</tr>
<tr>
<td>Tyler Summerset</td>
<td>Student Activities Coordinator/Greek Advisor</td>
</tr>
<tr>
<td>Amy Thomas</td>
<td>Crime and Emergency Resource Officer</td>
</tr>
<tr>
<td>Aracele Villapudua</td>
<td>Academic Advisor for Student Support Services</td>
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</tbody>
</table>
To: Mr. Larry Mandel

From: Keith O. Boyum

Subject: Management Response to Recommendations of Audit Report Number 04-35, Student Activities, Systemwide

Thank you for your July 27, 2005 memorandum transmitting the draft audit report Number 04-35, Student Activities, Systemwide. In accordance with the Policies and Procedures for the Office of the University Auditor, we have inserted our response and corrective action plan to each of the eight recommendations on the enclosed diskette/file that you provided with the audit recommendations. A printed copy of the recommendations with our management response is also attached.

We appreciate both the work and the recommendations of the Office of the University Auditor. The recommendations and our corrective action plan will strengthen the effectiveness of our campus student activities programs.

KOB:lem

Attachments

cc: Dr. Charles B. Reed (w/o diskette)
    Mr. Richard P. West (w/o diskette)
    Mr. Allison G. Jones (w/o diskette)
GENERAL ENVIRONMENT

OVERALL PROGRAM EVALUATIONS

Recommendation 1

We recommend that the chancellor's office develop, document, and communicate appropriate systemwide policies, procedures, and/or guidelines for student organizations and activities, including program self-assessment and comparison with industry standards.

Management Response

We concur with this recommendation. The Chancellor's Office will work with the Steering Committee of the Vice Presidents for Student Affairs to identify appropriate systemwide policies and procedures for student organizations and activities that address this recommendation. Appropriate policies and procedures will be communicated to campuses by January 31, 2006.

STUDENT ORGANIZATIONS

Recommendation 2

We recommend that the chancellor's office develop, document, and communicate appropriate systemwide policies, procedures, and/or guidelines for student organizations and activities, including those activities that are appropriate for delegation between campuses and auxiliary organizations.

Management Response

We concur with this recommendation although we do not believe some of the comments or suggestions in the narrative are appropriate, e.g., establishing an appropriate number of clubs and organizations that should exist for a campus of a given size and minimum number of students necessary to establish a club. However, several of the findings in the audit report are valid, and the Chancellor's Office will work with the Steering Committee of the Vice Presidents for Student Affairs to review these and to determine appropriate policies, procedures, and/or guidelines for student organizations and activities. Appropriate policies and procedures will be communicated to campuses by January 31, 2006.
MINOR REPRESENTATIVE OFFICERS

Recommendation 3

We recommend that the chancellor’s office update and clarify existing systemwide policy for minor representative officers to include whether or not a campus must define and designate minor representative officers and require documented verification of office holder enrollment status/qualifications.

Management Response

We concur with this recommendation. The Chancellor’s Office will work with the Steering Committee of the Vice Presidents for Student Affairs to address this recommendation. Appropriate policy updates and clarifications will be communicated to campuses by January 31, 2006.

OFF-CAMPUS STUDENT ACTIVITIES

Recommendation 4

We recommend that the chancellor’s office formalize systemwide policy concerning campus involvement with student activities conducted off-campus by chartered student clubs/organizations.

Management Response

We concur with this recommendation.

The proposed Title 5 revision of the Student Conduct Code presented to the Board of Trustees for information in July 2005 and returning for action at its September 2005 meeting will, if adopted, address the key findings in this recommendation by clarifying the university’s authority for off-campus behavior that includes students who are members of clubs and organizations. The Student Conduct Code sets the standard of expected behavior and sets out conduct that is unacceptable and subject to discipline through the university’s processes. It has not been significantly revised in many years. Over time minor procedural issues and definitional questions have arisen. More recently there has been debate regarding the extent of the university’s reach into off-campus behavior of CSU students. This complete revision of the Code is an effort to respond to all of those issues, streamline and update the language. Importantly, this new version also contains a statement of the positive expectations of student conduct, in addition to a listing of unacceptable behavior that can invoke the Code.

In addition to this pending modification to Title 5, the Chancellor’s Office will work with the Steering Committee of the Vice Presidents for Student Affairs, including representatives from the Office of General Counsel and Risk Management, to explore and recommend appropriate written agreements that identify the relationship between student clubs/organizations and campuses. The outcome of this review will be communicated to campuses by January 31, 2006.
CLUB SPORTS INSURANCE

Recommendation 5

We recommend that the chancellor’s office review, update, and communicate systemwide policy for club sports insurance.

Management Response

We concur with this recommendation. The Chancellor’s Office will work with the Steering Committee of the Vice Presidents for Student Affairs, including representatives from the Office of General Counsel, Business and Finance, and Risk Management, to review and update systemwide policy for club sports insurance. An appropriate policy will be communicated to campuses by January 31, 2006.

CHARTERING DOCUMENTATION

Recommendation 6

We recommend that the chancellor’s office remind the campuses of the importance of documenting compliance with student organization chartering requirements.

Management Response

We concur with this recommendation. The Chancellor’s Office will remind campuses of the importance of documenting compliance with student organization chartering requirements in a systemwide coded memorandum by September 30, 2005.

ACTIVITY/EVENT MANAGEMENT

Recommendation 7

We recommend that the chancellor’s office remind the campuses of the importance of documenting authorizations for activities by chartered student organizations, including informed consent forms for intramural sports.

Management Response

We concur with this recommendation. The Chancellor’s Office will remind campuses of the importance of documenting authorizations for activities by chartered student organizations, including informed consent forms for intramural sports, in a systemwide coded memorandum by September 30, 2005.
STUDENT JUDICIARY

Recommendation 8

We recommend that the chancellor’s office clarify, document, and communicate a process to ensure consistent handling of cheating and plagiarism cases including the options available for counting and recording disciplinary probations.

Management Response

We concur with this recommendation. The Chancellor’s Office will work with the Steering Committee of the Vice Presidents for Student Affairs, including representatives from the Office of General Counsel and the Statewide Academic Senate, to clarify, document, and communicate a process to ensure consistent handling of cheating and plagiarism cases. Appropriate policies and procedures will be communicated to campuses by January 31, 2006.
August 30, 2005

MEMORANDUM

TO: Mr. Larry Mandel
   University Auditor

FROM: Charles B. Reed
      Chancellor

SUBJECT: Draft Final Report Number 04-35 on
         Student Activities, Systemwide

In response to your memorandum of August 30, 2005, I accept the response as
submitted with the draft final report on Student Activities, Systemwide.

CBR/jt

Enclosure

cc: Dr. Keith O. Boyum, Associate Vice Chancellor, Academic Affairs
    Mr. Allison Jones, Assistant Vice Chancellor, Academic Affairs
    Mr. Richard P. West, Executive Vice Chancellor and Chief Financial Officer