

STUDENT ACTIVITIES
CALIFORNIA STATE UNIVERSITY,
FRESNO

Report Number 04-41
January 24, 2005

Members, Committee on Audit

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Herbert L. Carter Moctesuma Esparza
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ABBREVIATIONS

CAS	The Council for the Advancement of Standards in Higher Education
CSU	California State University
CSUF	California State University, Fresno
FERPA	Family Educational Rights Privacy Acts
SAM	State Administrative Manual
SNAPS	Student Needs and Priorities Survey

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 the California State University, Fresno (CSUF) campus from August 2, 2004, through September 2, 2004, and audited the procedures in effect at that time.

In our opinion, existing policies and procedures at CSUF provided a reasonable level of control over student activities. Student activities functions were operating effectively and in compliance with existing California State University policies, with the exception of those areas identified herein.

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 [6]

The student organization handbook was outdated and no longer available to students and advisors. The handbook required advisors to approve requisitions when reserving a location on campus, while current practice allowed advisors to designate a student organization officer to sign in their place. The handbook also required the student activities office to approve all special arrangements for activities and campus activity requisition forms, while current practice permitted approval from each office that reserves the location. Students and advisors were required to sign a statement that indicated that they had read the handbook, although the handbook had not been available for at least three years. The campus did not have procedures in place to ensure that staff with access to confidential student data understood Family Educational Rights and Privacy Act (FERPA) requirements. In addition, the vice president of student affairs/dean of students had not formally assigned a coordinator of university student discipline.

STUDENT ORGANIZATIONS [8]

The recognition process for student clubs/organizations did not ensure compliance with campus requirements and the need for complete documentation. Student participant enrollment was not verified; advisor acceptance forms were not always on file; some organization constitutions were over five years old and/or lacked required elements; student participation rosters showing a minimum level of interest were not always on file; an organization representative did not always attend the mandatory orientation; organizations did not always submit a complete registration packet; and a Greek organization did not have their alumni advisor's information on file. The campus had not defined minor representative officers, and the employment status of faculty/staff advisors had not been verified as part of the annual recognition process. In addition, the availability and involvement of student club and organization advisors needed improvement. Interviews with ten student organization advisors disclosed that some advisors were more active than others in interacting with student clubs and organizations, and orientation and training of advisors occurred informally and mainly on an individual basis.

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.

At California State University, Fresno (CSUF), the campus chartered/recognized 207 student clubs and organizations in fiscal year 2003/04, encompassing approximately 22,342 students. There were no statistics maintained by the campus on the type or volume of student activities.

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 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.

At CSUF, the campus does not get involved with off-campus activities, unless after-the-fact intervention is required. The campus did accept and post information on the student activities website and permit other types of advertisement using the club/organization name for off-campus activities. Naming conventions for student clubs and organizations typically did not include the name of the campus.

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.

At CSUF, the campus annually handled approximately 190 student judicial cases. In fiscal year 2002/03, the following administrative sanctions were imposed for student discipline:

SANCTION	NUMBER
Expulsion	0
Suspension	3
Probation	24
Other	132
Total	159

Other sanctions included such things as community service, counseling, and restitution. Most student disciplinary proceedings at CSUF are handled by conferences. There were three recent disciplinary hearings and the campus did have hearing officers appointed.

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.

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. At CSUF, the office of student activities and leadership development reporting to the vice president of student affairs/dean of students has overall responsibility for student activities. The coordinator of student discipline also reports through the vice president of student affairs/dean of students.

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.

OBSERVATIONS, RECOMMENDATIONS, AND CAMPUS RESPONSES

GENERAL ENVIRONMENT

STUDENT ORGANIZATION HANDBOOK

The student organization handbook was outdated and no longer available to students and advisors.

We found that:

- ▶ The handbook required advisors to approve requisitions when reserving a location on campus. Current practice allowed advisors to designate a student organization officer to sign in their place.
- ▶ The handbook required the student activities office to approve all special arrangements for activities and campus activity requisition forms. Current practice permitted approval from each office that reserves the location.
- ▶ Students and advisors were required to sign a statement that indicated that they had read the handbook; however, the handbook had not been available for at least three years.

Government Code §13402 states 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.

The interim executive director of student life stated that during the process of updating the handbook, other projects often took priority, causing a delay in the revision.

Failure to maintain current and accurate policies and procedures increases the risk of misunderstandings and inconsistencies in complying with university policies and procedures.

Recommendation 1

We recommend that the campus:

- a. Update the student organization handbook to reflect current practices.
- b. Ensure that updated student organization handbooks are available to students and advisors on a timely basis.

Campus Response

We concur with the recommendations. The division of student affairs does have current policies, but they have not been incorporated into the student organization handbook. Updating the handbook is a priority for the division and will be accomplished by August 2005. In the meantime, the current policies are being distributed through orientation and are also available on the Web.

FERPA TRAINING

Student activities employees (including students) with access to confidential student data did not receive training on Family Educational Rights and Privacy Act (FERPA) requirements.

State Administrative Manual (SAM) §20050 requires the establishment and maintenance of internal accounting and administrative controls. It references and defines an internal control as a process designed to provide an organization reasonable assurance regarding the achievement of primary objectives, including compliance with laws and regulations. FERPA-related staff training and documented acknowledgment by staff of training are necessary to provide assurance that FERPA rights are being properly protected through staff awareness.

The interim executive director of student life stated that she was unaware of the requirement to train staff to understand FERPA.

Lack of procedures to ensure proper training of employees regarding FERPA rights and maintenance of training-related documentation increases the risk of loss of privacy rights, litigation losses, and inappropriate use of protected student information.

Recommendation 2

We recommend that the campus establish procedures to initiate and document FERPA training for all student activities employees prior to granting access to student records.

Campus Response

We concur with the recommendation. The division of student affairs has already conducted FERPA training sessions for all current employees (including students) who have access to confidential student data. In addition, the division will conduct these training sessions at the beginning of every semester for any new employees/students prior to granting access to sensitive student information.

UNIVERSITY STUDENT DISCIPLINE

The vice president of student affairs/dean of students had not formally assigned a coordinator of university student discipline.

The executive director of federal programs and judicial affairs has been functioning as the coordinator of university student discipline.

Executive Order 628, *Student Disciplinary Procedures for The California State University*, dated September 30, 1994, states that the president or designee shall assign a campus official or officials to be the coordinator of university student discipline.

The vice president of student affairs/dean of students stated that this assignment was overlooked when he was hired. He further stated that the previous vice president had formally assigned authority to the individual performing the duties of the coordinator of university student discipline.

Failure to assign a campus official as coordinator of university student discipline increases the risk that disciplinary actions will not be taken, the campus will not be represented in disciplinary hearings, and victims will not be notified of disciplinary action taken.

Prior to the completion of our fieldwork, the vice president of student affairs/dean of students prepared a document formally assigning a coordinator of university student discipline.

STUDENT ORGANIZATIONS

REGISTRATION DOCUMENTS

Student club/organization files did not always evidence compliance with recognition requirements.

Our review of 21 student club/organization files disclosed that:

- ▶ In 19 instances, student participant enrollment was not verified.
- ▶ In nine instances, an advisor acceptance form was not on file.
- ▶ In eight instances, the organization's constitution was over five years old and/or lacked required elements.
- ▶ In three instances, student participation rosters showing a minimum level of interest were not on file.
- ▶ In three instances, an organization representative did not attend a mandatory orientation. In addition, the requirement to attend a mandatory orientation is circulated on a flyer and not spelled out in the guidelines and procedures for the recognition and governance of student organizations.

- ▶ In two instances, organizations did not submit a complete registration packet, but were on the active organization list.
- ▶ In one instance, a Greek organization did not have an alumni advisor's information on file.

The California State University, Fresno (CSUF) guidelines and procedures for the recognition and governance of student organizations indicate that the office of student activities and leadership development will verify that 1) the applications contain the requisite number of currently enrolled students at CSUF, and 2) the advisor has accepted responsibility for sponsoring the organization; reregistration requires the submission of a current version of the student organization's constitution; student organizations must have at least 15 charter members when applying for initial recognition and must maintain a membership of at least eight regularly enrolled students in good standing for continuing recognition; and organizations must reregister each year by completing a student organization registration form and an updated listing of membership.

Government Code §13402 states 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.

CSUF guidelines and procedures for the governance and recognition of single sex, Greek-letter social fraternities and sororities indicate that organizations shall retain one alumna/us as chapter advisor, one alumna/us as rush advisor, and a faculty or staff member of the university as general advisor.

The interim executive director of student life stated that some of the files were older and not given as much attention when they were created, and others were incomplete due to student employees not following through with their responsibilities. She further stated that the required number of members were not interested in African-American fraternities and sororities and exceptions were made, but not documented.

Failure to obtain required documentation or properly complete documents increases the risk that clubs/organizations will be recognized without proper documentation or authorization.

Recommendation 3

We recommend that the campus strengthen controls to ensure that student organization files contain:

- a. Verification of student participant enrollment.
- b. Acceptance of advisor responsibility.
- c. Required constitutions that have been authenticated and validated.
- d. Student participant rosters showing the minimum level of interest.
- e. Evidence that student organization representatives attended mandatory orientation.
- f. A completed registration packet before being included on the active student organization list.
- g. Alumni advisor information for all Greek organizations.

Campus Response

We concur with the recommendations. Student organization files have been reviewed and have been updated to include the above-recommended documentation. A new checklist of the required documentation will be developed to insure completeness of student club/organization files. This will be accomplished for the fall semester recognition process by August 2005.

OFFICER ELIGIBILITY

The campus had not defined minor representative officers.

Coded memorandum Academic Affairs, Educational Support 93-08, *Minimum Academic Qualifications for Student Office Holders*, dated January 22, 1993, and updated by an uncoded memorandum in 1997, requires that the campus define minor representative officers.

The interim executive director of student life stated that she was unaware of the requirement to define minor representative officers.

Absence of officer designations increases the risk that student representation will be inappropriate and increases the potential for invalid elections.

Recommendation 4

We recommend that the campus define minor representative officers.

Campus Response

We concur with the recommendation. The campus considers the associated students as being the only "major" student government office. All other student organizations are defined as having "minor" representative officers. The student activities website will be updated to include these definitions by April 2005.

VERIFICATION OF ADVISOR ELIGIBILITY

The campus did not verify employment status of faculty/staff advisors as part of the annual recognition process.

CSUF guidelines and procedures for the recognition and governance of student organizations require that a faculty or staff member be working more than half time for the university in order to serve as an advisor.

The interim executive director of student life stated that student employees did not always follow through with instructions.

Without controls to ensure that faculty/staff members are eligible to serve as advisors, nothing will prevent ineligible advisors from continuing to serve.

Recommendation 5

We recommend that the campus implement procedures to verify eligibility of faculty/staff members to serve as advisors.

Campus Response

We concur with the recommendation. The student activities and leadership development office will request verification of employment as part of the annual recognition process, prior to the employee's assignment as an advisor. This documentation will be incorporated into the new checklist discussed in recommendation 3 above. This will be accomplished for the fall semester recognition process by August 2005.

ADVISORS

The availability and involvement of student club and organization advisors was in need of improvement.

Interviews with ten student organization advisors disclosed that:

- ▶ Some advisors were more active than others in interacting with student clubs and organizations. Those clubs and organizations affiliated with a department and sports clubs whose advisors were also coaches appeared to have the highest level of involvement.
- ▶ Orientation and training of advisors occurred informally and mainly on an individual basis through inquisitive advisors who sought out knowledgeable resources and asked the right questions.

The CSUF Advisor Acceptance For Registered Student Organizations form indicates that the basic function of the advisor is to advise and provide a working relationship between the university and the organization. The advisor serves as a resource person and consultant to the group; his/her mature judgment is invaluable to a student organization. The advisor helps the group achieve its purpose and become familiar with university policies affecting such organizations.

The interim executive director of student life stated that the level of commitment varied between advisors based on their own interest. She further stated that advisors were encouraged to attend the mandatory student organization meetings.

Inadequate advising increases the risk of inappropriate activities and programming by student clubs and organizations, and jeopardizes student involvement opportunities.

Recommendation 6

We recommend that the campus:

- a. Develop a strategy for identifying advisors who do not meet expectations and an action plan to either encourage greater involvement or seek a replacement.
- b. Ensure that student organization faculty/staff advisors receive orientation and training.

Campus Response

We concur with the recommendations. The student activities and leadership development office will work with student organizations to ensure that the organization's constitution includes a clause describing how to dismiss an ineffective advisor. Further, student activities will implement a new procedure to solicit periodic feedback, using the ongoing list-serve, to encourage any student or organization to share concerns about any advisor not meeting expectations. For follow-up on expressed concerns, a central file will be maintained that documents all remedial efforts and corrective actions. Additionally, for the fall 2005 semester, student activities will contact each advisor and strongly encourage them to attend with their club representative their orientation and training session.

APPENDIX A: PERSONNEL CONTACTED

<u>Name</u>	<u>Title</u>
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,
FRESNO

March 4, 2005


RECEIVED
UNIVERSITY AUDITOR

MAR - 4 2005

THE CALIFORNIA STATE
UNIVERSITY

Memorandum

To: Larry Mandel
University Auditor
The California State University

From: John D. Welty 
President

Subject: **Campus Response to Audit Report Number 04-41,
Student Activities at California State University, Fresno**

My staff and I have reviewed the findings of the above captioned audit report. Enclosed is the campus response addressing specific recommendations contained in the report.

Please feel free to contact me if you should have any questions.

JDW:sk
Enclosure

c: Dr. Paul Oliaro
Ms. Cynthia Teniente-Matson
Dr. Carolyn Coon
Mr. Steven Katz
Mr. Matt Babick

Office of
the President

Thomas Administration
Building, 103
5241 North Maple Ave. M/S TA48
Fresno, CA 93740-8027

559.278.2324
Fax 559.278.4715

THE CALIFORNIA STATE UNIVERSITY

STUDENT ACTIVITIES
CALIFORNIA STATE UNIVERSITY,
FRESNO

Report Number 04-41

GENERAL ENVIRONMENT

STUDENT ORGANIZATION HANDBOOK

Recommendation 1

We recommend that the campus:

- a. Update the student organization handbook to reflect current practices.
- b. Ensure that updated student organization handbooks are available to students and advisors on a timely basis.

Campus Response

We concur with the recommendations. The Division of Student Affairs does have current policies, but they have not been incorporated into the student organization handbook. Updating the handbook is a priority for the Division and will be accomplished by August 2005. In the meantime, the current policies are being distributed through orientation and are also available on the WEB.

FERPA TRAINING

Recommendation 2

We recommend that the campus establish procedures to initiate and document FERPA training for all student activities employees prior to granting access to student records.

Campus Response

We concur with the recommendation. The Division of Student Affairs has already conducted FERPA training sessions for all current employees (including students) who have access to confidential student data. In addition, the Division will conduct these training sessions at the beginning of every semester for any new employees/students prior to granting access to sensitive student information.

STUDENT ORGANIZATIONS

REGISTRATION DOCUMENTS

Recommendation 3

We recommend that the campus strengthen controls to ensure that student organization files contain:

- a. Verification of student participant enrollment.
- b. Acceptance of advisor responsibility.
- c. Required constitutions that have been authenticated and validated.
- d. Student participant rosters showing the minimum level of interest.
- e. Evidence that student organization representatives attended mandatory orientation.
- f. A completed registration packet before being included on the active student organization list.
- g. Alumni advisor information for all Greek organizations.

Campus Response

We concur with the recommendations. Student organization files have been reviewed and have been updated to include the above recommended documentation. A new checklist of the required documentation will be developed to insure completeness of student club/organization files. This will be accomplished for the fall semester recognition process by August 2005.

OFFICER ELIGIBILITY

Recommendation 4

We recommend that the campus define minor representative officers.

Campus Response

We concur with the recommendation. The campus considers the Associated Students as being the only "major" student government office. All other student organizations are defined as having "minor" representative officers. The Student Activities website will be updated to include these definitions by April 2005.

VERIFICATION OF ADVISOR ELIGIBILITY

Recommendation 5

We recommend that the campus implement procedures to verify eligibility of faculty/staff members to serve as advisors.

Campus Response

We concur with the recommendation. The Student Activities and Leadership Development office will request verification of employment as part of the annual recognition process, prior to the employee's assignment as an advisor. This documentation will be incorporated into the new checklist discussed in recommendation #3 above. This will be accomplished for the fall semester recognition process by August 2005.

ADVISORS

Recommendation 6

We recommend that the campus:

- a. Develop a strategy for identifying advisors who do not meet expectations and an action plan to either encourage greater involvement or seek a replacement.
- b. Ensure that student organization faculty/staff advisors receive orientation and training.

Campus Response

We concur with the recommendations. The Student Activities and Leadership Development Office will work with student organizations to ensure that the organization's constitution includes a clause describing how to dismiss an ineffective advisor. Further, Student Activities will implement a new procedure to solicit periodic feedback, using the ongoing list-serve, to encourage any student or organization to share concerns about any advisor not meeting expectations. For follow-up on expressed concerns, a central file will be maintained that documents all remedial efforts and corrective actions. Additionally, for the Fall 2005 semester, Student Activities will contact each advisor and strongly encourage them to attend with their club representative their orientation and training session.

THE CALIFORNIA STATE UNIVERSITY
OFFICE OF THE CHANCELLOR

BAKERSFIELD

CHANNEL ISLANDS

April 7, 2005

CHI

DOMINGUEZ HILLS

MEMORANDUM

FRESNO

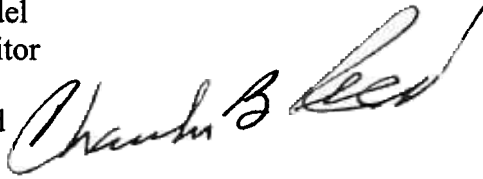
FULLERTON

TO: Mr. Larry Mandel
University Auditor

HAYWARD

HUMBOLDT

FROM: Charles B. Reed
Chancellor



LONG BEACH

SUBJECT: Draft Final Report Number 04-41 on *Student Activities*,
California State University, Fresno

LOS ANGELES

MARITIME ACADEMY

MONTEREY BAY

In response to your memorandum of April 7, 2005, I accept the response as submitted with the draft final report on *Student Activities*, California State University, Fresno.

NORTHRIDGE

POMONA

SACRAMENTO

CBR/amd

SAN BERNARDINO

Enclosure

SAN DIEGO

cc: Mr. Steve Katz, University Controller
Dr. John D. Welty, President

SAN FRANCISCO

SAN JOSE

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS