1. Support Services Report Template

Report Info

Name of the person completing this report: Glen Perry
Title of the person completing this report: Assistant Vice President, PEMSA Technology Support and Student Data Management
Supervisor/dean reviewing report: Linda Dalton
Service: Student Data Stewardship, Routine Data Extracts, and Ad-hoc Student Data Reports
Division/College: PEMSA

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Federal Law: Family Educational Rights and Privacy Act
Executive Order: EO 382
Title 5: Section 42396
Campus Policy: University Executive Directive #11-05; CSUEB Policy on Release of Personal Information
Any other: CSU Data Element Dictionaries

Provide a brief explanation, if necessary, in < 60 words.

These documents describe student record information which may be disclosed or must be maintained as confidential. The federal FERPA statute is controlling and most other documents derive definitions from FERPA or expand on them in state law. These regulations form the framework in which student data stewardship operates and informs decisions on the release of student data in reporting.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

This service is heavily involved in student data security and access to student data in reports and in online systems. Student data management encompasses the production of operational student data reports and ad hoc student data requests for the university. The AVP serves as the University's data steward for all student data and also tracks PEMSA compliance with regulations/policies/procedures. This role includes heavy involvement in data security and approval of access to data by members of the campus community as well as all aspects of the PeopleSoft Student Administration system. A significant function in reporting is the submission of student data reports to the Chancellor’s Office and other agencies. This requires attention to data definitions, data quality and reporting deadlines.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 1%
Faculty: 10%
Administrators/staff: 15%
Colleges/departments: 50%
Academic Senate and/or committees: 5%
Alumni : 2%
Community outside University : 2%
Other : 15%
Total : 100%

**Link to Scoring Rubric**

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td>✔</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Ad hoc reports prepared for recruiting services targeting specific prospect or applicant pools for special communications (email, phone, letter) to remind them to fulfill specific requirements which are required for them to advance from applicant to student to matriculation.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Provide ad hoc reports of student data to support the work of student retention services. Provide reports and send communications to at-risk students. Encourage students to maximize units loads to maintain progress toward degree and meet university enrollment goals. Inform students of workshops on preparation for graduation and monitor students who are accumulating units beyond the required for graduation.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>FERPA rules apply to student records, such as transcripts, after graduation.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Provide a brief narrative (&lt;60 words each) explaining your choice.</td>
<td>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Reporting and provisioning of communications to admitted students during the time between admission and enrollment is a key element in the plans to yield new students from the pool of eligible applicants. These data-driven activities rely on data stewardship, accuracy in data records, and correct student selection criteria.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Reporting and provisioning of communications to students during their career on behalf of PEMSA and other offices remind student of obligations, timelines, and requirements to be met. These data-driven activities rely on data stewardship, accuracy in data records, and correct student selection criteria. Ad-hoc reports are used to inform on the effectiveness of policies and achievement of goals.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Data stewardship continues with student records upon graduation.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

**2.4 Alignment with Shared Strategic Commitments**

*How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?*

<table>
<thead>
<tr>
<th>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>Some of the reports and communications supported by this function include grade distribution reports, lists of students placed on academic probation, and the like.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>Students’ ethnic background is an example of data included in PeopleSoft, submitted to the CO, and used for analysis. While this data is self-reported, knowing about student background helps the university in serving them.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td>Use reporting to inform activities by recruitment and retention services. Ad hoc reports allow targeted communications to students to connect them with University resources charged with enhancing the student experience and success. Data tracking of key indicators which are defined and collected by student data management.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Use reporting to enable paperless communications with applicants, students and alumni through the use of email, voice messaging and messages posted within the student data system.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Reports allow the university community to request student data for legitimate educational or operational purposes. Reports offer the university and PEMSA units to opportunity to work efficiently, to regularly report on enrollments and applications, and to share and combine data for use across the University. Reports are shared across divisions/staff/faculty to assist in key decision making.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td></td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td></td>
</tr>
</tbody>
</table>
Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)

Link to Scoring Rubric

2.5 How might the demand for this service change over the next five years? (Please choose one category below).

Likely to increase

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

Demand for reporting to the Chancellor’s Office in response to new legislative and CSU policies and initiatives continues to increase. The Early Start program and ONLINE ICE are two recent examples; and a new Financial Aid report is being added in fall 2013. More student data will be required to satisfy inquiries from the Board of Trustees and the Legislature regarding time to degree, term enrollment and remediation completion. We can anticipate additional reporting for enrollment planning and student success. New reporting requirements are expected in the 2013-14 academic year.

5. Quality of Service

Link to Scoring Rubric

3.1 Do you assess the quality of the service you provide? 

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

We have established a standard for responding to ad hoc report requests of 7 to 10 days. Since the hire of a new programmer in the PEMSA Technology Support and Student Data Management unit, response times have been short and data requestors have expressed appreciation for the timeliness and formatting of their reports. We follow the annual CSU enrollment reporting calendar for the submission of term admission, enrollment, and financial aid data files. Imbedded in our processing of quarterly files for the CSU are data edits which are the primary tool we use to achieve quality in the data we provide. Data files are ‘scrubbed’ and the data is corrected at the source, e.g. PeopleSoft Student Administration.

Link to Scoring Rubric

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

We have formalized the processes for requesting both ad hoc reports and access to student data systems. The use of standard online forms and service desk tickets allows us to track the receipt and resolution of each request. It also provides an audit trail for each approval of access to student data. We are able to assign report requests to the most appropriate and knowledgeable analyst/programmer. This improves the time to completion and also the quality of the data included in the report. The ticketing system also allows the data steward to determine the appropriateness of the release of data requested. The Security Access Request Form (SARF), maintained by ITS as an online form, has improved the processing of requests.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.
The creation of the PEMSA Data Warehouse team has decreased the number of ad hoc report requests which allows for improved delivery times. It has also allowed more flexibility in being able to provide data to external agencies. The service of providing access to systems can be enhanced by improving the tools used to manage the process. The collection of adequate information regarding the data user's needs and the possible inclusion of the eSARF within service desk ticketing system may enhance the existing process. The key to improving quality of the SARF process is the ability to approve and assign access for new employees in less time. The new onboarding processes is a positive move but we can improve further.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

If additional reporting resources were provided we could use our programmer/analyst for ad hoc requests to augment the data warehouse team by supporting the operational reports developed for use by PEMSA units. This would release some resource in the data warehouse team for other assignments. If additional resources in ITS could be used to enhance and maintain the online e-SARF it would lessen the manual research that is involved in reviewing requests and lessen the time for fulfilling system access requests. The prevalent measure of quality related to the system access service is time to completion. An improved tool would make the process more efficient for the student data steward and would lessen the time allocated to the approval process.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

The only measure of user satisfaction at this time is whether the user escalates their request, sends an email reminder, or submits a duplicate request in the belief that the original was not correctly routed through the process. These actions are enabled in the request system however the use of the process is very similar to an informal communication. Programming staff maintain contact with those who request reports and work one-on-one with the customer until a satisfactory result has been achieved. Very few dissatisfied customers contact the AVP requesting assistance or escalation of their ad-hoc report request. The AVP works with administrators seeking to speedup the assignment of access to student systems.

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

For this service, the university provided staff and faculty survey results for PEMSA Implementation of Academic Policy. While both groups reported low scores on usage (never/rarely), they also indicated that the service is both important to the university and provided fair or better quality.

An extension of the role of the AVP as student data steward is to track the University's consistency and compliance with state regulations, CSU executive orders, and Cal Sate East Bay policy and procedures that apply to student data. Through this service, the PEMSA Technology Support and Student Data Management teams implement PeopleSoft Student Administration so that the technical application serves to implement academic policies such as course repeats, registration priority and honor at graduation.

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes
If yes, please describe in <120 words. If no, please explain

Our programmer/analyst is encouraged to contact ad hoc report requestors to clarify requirements and expectations. This increases user satisfaction because the programmer is able to tailor a report that meets the requestor’s exact need (subject to approval by the data steward).

An associate director is assigned to work directly with the PEMSA units who record the student data in PeopleSoft and to assist them in determining the appropriate use of data elements and the correct values that will result in accurate data collection and all levels of reporting.

The student data steward reviews pending system access requests twice per week and contacts parties involved by email if additional information is needed or if the request cannot be approved.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Our primary goal is to deliver all mandated reports no later than the reporting dates established by the Chancellor’s Office. For ad-hoc requests, our goal is to provide an accurate report or data file no later than the date specified by the requester. If this is unattainable due to other priorities or requests, the programmer will communicate with the requester and establish a delivery date that is acceptable. Our target for reviewing system access request is 3-4 work days. This target is the most difficult to consistently achieve when there is insufficient information provided or the user must first complete training before access can be granted. When the need is immediate, PEMSA business analysts provide ad-hoc training sessions.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

No

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Because our service responds to requests from the university community we are unable to plan in advance for the volume or complexity. Past experience tells us to expect approximately 270 requests per year. CSU reporting is more standardized and controlled by a submission calendar published by CSU Analytic Studies. This calendar establishes deadlines for submitting monthly and quarterly reporting. Our service has maintained an excellent track record of meeting deadlines or on rare occasions meeting an agreed upon extended deadlines necessitated by extreme circumstances.

Link to Scoring Rubric

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

153775

Attach your allocated spreadsheet here.

PEMSA Technology-Student Data Mgmt-Imaging.xlsx

Link to Scoring Rubric
4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

0

Link to Scoring Rubric

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

249

Attach your allocated spreadsheet here.

PEMSA Technology-Student Data Mgmt-Imaging.xlsx

Link to Scoring Rubric

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

A new set of reporting tools has been implemented that has increased efficiency in creating and distributing student data reports. This SQL based toolset is used more universally in the industry and it has made it easier to locate competent staff to fill vacancies in the service unit and for special projects. We continue to refine the methods for achieving accurate student data collection and the editing of that data required for reporting to the Chancellor’s Office. Through the use of standard Microsoft Excel files we are able to distribute the workload of data correction to the appropriate parties and to track their progress toward provided the information needed to that we can continue meeting our reporting deadlines.

Link to Scoring Rubric

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

I believe that the efficiency of the on-boarding and off-boarding of staff and faculty process can continue to improve. The greatest concern related to this service is the timeliness of access to administrative student (and other) systems once new employees are hired or an employee transfers to a new position within the University. We already have human resources redundancies to expedite the approval process. Technology such as the new service desk may provide a better management tool for process workflow. The delay in creating a job record for new employees who are required to sign in delays the opening and fulfillment of an access request. The second common delay is when training is required and the training is not completed.

Link to Scoring Rubric

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Additional resources would have little impact in the short term. The continued development of the Pioneer Data Warehouse will relieve pressure to produce ad-hoc reports for the campus community, operational reporting for student financial aid processing, and make current resources more available for reporting to the Chancellor’s Office and external agencies. Development of new reporting for the Chancellor’s Office would not likely be impacted by additional resources in the near future.
4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

No

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

The services provided are using the minimum resources that will allow us to meet our operational goals and University commitments. We use our assigned space to carry out multiple services and staff is in most cases cross-trained to provide services for different areas and functionality within systems. Any reduction in staffing would shift work assignments rather than gain efficiencies.

If processes in other areas or new technologies are applied by other divisions, the AVP student data steward and manager would look forward to a streamlined method of assigning accounts for access to student data in a more efficient manner which would eliminate some of the manual reviews which must occur in our current environment and allow faster response to requests.

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

During 2011-12, 500 requests for security access to student data systems were processed by the data steward. 270 requests for ad-hoc reports were fulfilled. 9 monthly reports of admission applications received, ERSA, were sent to the Chancellor’s Office. Each quarter, 7 reports of enrollment and faculty/course activity (APDB, the Academic Programs Data Base) were reported to the Chancellor’s Office; ERSAAdmissions, ERSSStudent, self supportERSStudent, ERSDegrees, ERSTeacher Credentials, ERSRace/Ethnicity, ERSFinancial Aid. ERS is an abbreviation for Enrollment Reporting System. The Chancellor’s Office is in the process of defining several new data file designed to track student progress toward degree, end-of-term files of courses taken and grades earned, and various course attributes (eg, does the course satisfy a GE requirement).

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

The Planning, Institutional Research, and Data Warehouse functions in PEMSA also use student data extensively for analytical purposes. However, the actual stewardship of the data - its integrity, extracts submitted to the Chancellor’s Office, etc. - are the responsibility of the function described in this report.

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Our services are specific in nature and all relate to the maintenance and quality of student data. This includes ad-hoc reporting on student data and mandatory CSU reporting (ERS and APDB), data edits and scrubbing, and data stewardship to protect the integrity and security of student data. Our services include training end users in the proper collection and coding of student data and use of PeopleSoft Student Administration.
5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

The extension of the student data stewardship function to include the review of external policies and procedures implemented by PEMSA or which impact PEMSA operations places the AVP in a liaison role with standing committees of the Academic Senate, the Executive Committee and the Academic Senate. This role, or service, works to inform the academic leadership of the potential impacts of local policies under consideration and the future impacts of CSU system-wide policies and programs on the operations of PEMSA and the University.