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: Imaging Systems for Student Documents
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.

Executive Order: EO 1031
Campus Policy: Business Continuity Plan
Any other: PEMSA Document Security Policy

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

Imaging Systems is responsible for the PEMSA infrastructure for student document handling, including conversion of student documents to images stored on secure server(s), indexing for retrieval of documents for which PEMSA is the University designated custodian, and the disposition of original paper documents following the CSU records retention policy. Imaging Systems also complies with FERPA in handling all student documents.

4. Importance of Service

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

 Imaging Systems coordinates all student document handling for PEMSA (paper or electronic), including secure storage of any paper documents which must be retained. Imaging Systems scans and indexes (creates retrievable images) of admission documents. The Registrar's Office and Financial Aid each have staff dedicated to similar duties but are housed within their own PEMSA units. The imaging of admission documents, including transcripts, makes these documents available to processors in the PEMSA units and also to the campus community (access controlled). This enables PEMSA to share academic documents with academic departments and colleges for student advisement activities and graduation reviews.

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)

Faculty: 20%
Administrators/staff: 70%
Colleges/departments: 10%
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>Pre-college (helping students to enter the system)</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<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>Pre-college (helping students to enter the system)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imaged documents are used by during the undergraduate admission evaluation process. Transcript images are used by graduate program coordinators during their review of candidates for their programs.</td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Imaged student documents which have been identified as appropriate for advisers use are available to advisement centers, faculty and authorized academic staff. These documents make available a 'student file' that advisers may use for academic and personal counseling.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></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>Pre-college (helping students to enter the system)</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>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✓</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></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th>Pre-college (helping students to enter the system)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission business processes depend upon having documents imaged. University actions MAY cease in the event that university operations must relocate under the campus business continuity plan, the availability of imaged documents will be essential to the continuation of admission office operations and the evaluation of transfer credit. The continuity plan assumes that any paper records that have been collected will be unavailable for an extended period of time.</td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>University actions MAY cease in the event that university operations must relocate or facilities become temporarily unavailable under the campus business continuity plan. The availability of imaged documents will be essential to the continuation of admission office operations, the evaluation of transfer credit and</td>
</tr>
</tbody>
</table>

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After college (helping students establish meaningful lifework and be socially responsible contributors to society)

The continuity plan assumes that any paper records that have been collected will be unavailable for an extended period of time and that all access will be via stored media such as imaged documents. The Registrar and Financial Aid record actions and student files in imaged format.

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>
</tr>
</thead>
<tbody>
<tr>
<td>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</td>
</tr>
<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>
</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>
</tr>
<tr>
<td>Providing academic records in an imaged format makes them more accessible to the University’s advising and retention units. This serves to improve advisement and transfer evaluations for new students and delivers images of college transcripts used in the completion of major checks for graduation.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
</tr>
<tr>
<td>Encouraging the viewing of document images online discourages the duplication of paper transcripts and petitions. This change in behavior reduces our use of paper and printing products in university operations.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
</tr>
<tr>
<td>The use of imaged documents and reliance upon the ‘electronic student folder’ improves efficiency and reducing the quarterly filing of paper forms and maintaining physical folders in multiple departments. The ability to see original documents adds transparency to the admission, evaluation and graduation processes.</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>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
</tr>
</tbody>
</table>

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

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

While the number of applicants continues to rise and with them the number of required support documents, the implementation of electronic transcript delivery will lessen the number of paper transcripts that must be processed. The electronic handling of transcripts will offset the increase in other document types. This assumes that this service does not expand to serve any additional university offices.

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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.

Imaging Services has an internal quality assurance process. Every document that is imaged is batched and then that batch is reviewed for image clarity and correct indexing information. This involves a search function in the image database and a viewing of each image for clarity and completeness. Documents that do not meet the acceptable standards are re-scanned, indexed and again reviewed for quality. The service sets a goal of a 7 workday processing time from time of arrival in the unit. Our ability to meet that goal varies with seasonal workflows in the other processing units and the ability to supplement staff with student assistants and temporary staff.

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.

The major improvement in service has been in the timely completion of processing and availability of the image for users. This has been achieved by changes and standardization in business practices, changes in management and supervision and new monitoring measures of individual staff member productivity. We also introduced new scanning equipment which improved productivity by reducing the amount of time devoted to scanning each document while improved software aided in the accurate indexing of the scanned documents. The combination of hardware and software have resulted in greatly improved image quality.

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.

This service is provided for administration and staff use. For admission documents, we work with the enrollment management team to establish priorities and propose benchmarks for the processing of differing document types. Feedback on our performance comes in the form of discussions with PEMSA managers and through service tickets requesting searches for misplaced documents/images and requests to 'file' documents by differing document type. Our quality improvement efforts focus on improving our response to service ticket requests and a reduction in tickets received as an indication of quality improvement.

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.

The enterprise imaging system is in need of replacement. Our aging system provides inadequate performance, is using out of date
software, and is slowing in response times for users attempting to access images. A full system upgrade would greatly improve the quality of services we could provide. We are expanding our services to DCIE to expedite processing of documents for admission to their self-support programs. Cost recovery for this service has allowed us to add a full-time position which is focused on DCIE but also assists with our other tasks and projects.

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

No

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

There is no standard feedback mechanism in place to assess user satisfaction. We can only compare the request for correction or document searches received against the total number of documents processed. During peak times in admissions, we provide weekly or more frequent updates so that the admission staff can monitor and manage work flow to them.

**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.**

No survey was conducted for this service.

**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**

Personnel have been assessed on the quality and appropriateness of communications with receivers of this service. Emphasis has been placed on maintaining a courteous, helpful tone when responding to clients. Clarity in describing the resolution of issues has been emphasized. We continue to encourage the use of service desk tickets to allow a tracking and feedback mechanism between staff and customer.

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

No

**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.**

We do not have assigned targets. We work to improve quality as a component of our normal workflow and to reduce the number of documents which must be re-scanned (imaged) due to poor quality during initial processing. Within PEMSA, we seek to employ hardware and software for our users which provide the best possible user experience and that improves productivity and workflow.

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

Yes

**If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide
Our service does not control the number of documents which must be processed so we cannot establish targets. We do, however, track the number of documents processed. During 2011-12, a total of 240,000 documents were added to the imaging data and image storage system. Our primary quantitative goal is to manage work flow so that documents moving from the Imaging staff to admissions in a timely manner for processing during peak periods.

6. Efficiency of Service (cost effectiveness)

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.

319798

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.

28197

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.

1182

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.

The major improvement in service has been in the timely completion of processing and availability of the image for users. This has been achieved by changes and standardization in business practices, changes in management and supervision and new measures of individual staff member productivity. We also introduced new low cost scanning equipment which improved productivity by reducing the amount of time devoted to scanning each document while improved software aided in the accurate indexing of the scanned documents. The combination of hardware and software have resulted in greatly improved image quality and efficiency in processing. An individual staff member is able to process more documents daily than was previously possible.
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.

The infrastructure is aging and will need to be replaced by the University. This project will exceed the capacity of PEMSA to act alone and it will impact other divisions within the campus. The use of inexpensive licensing agreements for electronic transcripts will eliminate a significant number of documents from the scan/index workload. This change will reduce the need to hire temporary staff to supplement the permanent employees in the unit providing this service.

**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.

Efficiencies can only come with improvements to the technologies used by the University to deliver this service. If resources are available I will seek funding for a system replacement.

**Link to Scoring Rubric**

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.)?

Yes

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 use of inexpensive licensing agreements for electronic transcripts will eliminate a significant number of documents from the scan/index workload. This change will reduce the need to hire temporary staff to supplement the permanent employees in the unit providing this service.

**Link to Scoring Rubric**

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.

This service archived 420,000 documents during 2011-12.

**7. Other**

**Link to Scoring Rubric**

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.

No other CSUEB unit is responsible for imaging and maintaining student documents. CIE submits documents for international students to PEMSA for processing and storage. The EOP program and the Credentials Office use our system to capture images specific to their programs.

The Administration and Finance Division has a similar but separate system to capture documents for some of their units.
5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

CSUEB’s imaging services are similar to other universities.

[Link to Scoring Rubric]

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 conversion of documents to images serves the University in several ways:
- It decreases the storage space needed to retain documents;
- It eliminates the manual process of filing documents related to student data and progress toward degree;
- It safeguards information in a digital format that would allow for the continuation of operation if the campus was impacted in a way which would limit access to buildings and files contained there.
It remains a key component of the PEMSA and University business continuity plans.

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