### 1. Support Services Report Template

**Report Info**
- Name of the person completing this report: Rhonda Johnson
- Title of the person completing this report: Executive Director, Financial Aid
- Supervisor/dean reviewing report: Greg Smith
- Name of second reviewer (if necessary): Linda Dalton
- Service: Financial Aid Counseling
- 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: Yes
- State Law: Yes

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

Although the counseling we provide covers areas which are not specifically mandated, we are mandated to provide counseling on Direct Lending. In addition, we must have staff available to assist students who have questions about their financial aid.

### 4. Importance of Service

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

We counsel current and prospective students on applying for and maintaining eligibility for financial aid, their obligation to maintain satisfactory academic progress, Direct Lending and loan/debt management, special circumstances, and grade level and lifetime limits on specific grants. In addition, we counsel current students who have lost, or are in jeopardy of losing aid eligibility, due to a personal, academic, or campus issue. We also serve as a professional referral service to other campus areas, including Student Health & Counseling, AACE, Accessibility, and SCAA. We are available to counsel former borrowers on loan repayment and default prevention.

**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: 100%
- 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></th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>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>Student frequently have the first realization that financial aid is available to assist with college when they meet our counseling staff at a secondary or high school college night.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Our counseling services assist students in making academic progress and maintaining eligibility for aid. In addition, we act as a liaison and refer students to other campus services of which they may otherwise be unaware.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>We act as a resource for former student borrowers and assist them in applying for federal programs that prevent them from defaulting on their student loans. Default has a negative impact on their credit and can negatively impact their employment.</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>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>
<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>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Since the majority of our students receive some financial aid assistance, it is imperative that we assist in disseminating financial aid information to our prospects. Without the information we provide, many of these prospects would not make the transition to enrolled students.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Our persistence rate is greatly impacted by the availability of financial for tuition financing. Our counseling area assists students with the initial aid application and in maintaining grades and conduct that ensures their continued eligibility and enrollment</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Timely repayment of student loans is a factor in becoming a socially responsible former student. Our post-graduation counseling assists students in meeting loan repayment responsibilities and in avoiding default, which can negatively impact credit and employment.</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>Commitment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>The counseling staff reinforces this Commitment by counseling students on the requirements of our Satisfactory Academic Progress policy. This staff intervenes when students are placed on warning and assists them in restoring satisfactory standing.</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>
<td>In addition to participating in campus community outreach events, including Super Sunday, our counseling staff participates in multiple community events, including financial aid application help days, designed to serve our community, especially the under served.</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>Our counseling staff conducts in-depth financial aid workshops and informational sessions during orientation, Preview Day, and Welcome Day. These activities ultimately support students’ overall educational experiences and enhance retention.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td></td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Our use of paperless options (website, email, call center) allows the counseling staff to interact and counsel students in a way that contributes to a sustainable environment.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Our counseling staff offer initial and continuing training to campus partners which facilitates transparency and their knowledge of our area. We collaborate with other divisions and seize opportunities to further student success.</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>We support communities by offering counseling and informational opportunities through partnerships that sponsor or support events including Super Sunday and college fairs. We also counsel Work Student students to work in off-campus community positions.</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>
<td></td>
</tr>
</tbody>
</table>

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.

There is a direct correlation between our growth in enrollment and the growth in demand for this service. Our forecasting models predict that more high school students will transition to college each year, and more of the workforce will return to college for additional education. As these numbers increase, so will the demand for financial aid counseling.

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.

Our policy is to remain on campus, or at an off-campus event until each and every student or family feels adequately counseled. When it is necessary to provide follow-up information, we strive to do so within five working days.

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

During the last two years, every member of the counseling staff has had the opportunity to attend a professional event dedicated to improving the quality of our work.

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.

While Financial Aid has been included in a University survey, we have not separately surveyed the students we serve. A well-designed survey instrument would assist in identifying opportunities for quality improvements.

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.

Each year, the demand for counseling increases, and we know that face-to-face counseling improves students' success as well as their understanding of aid, especially student loans. In addition to improving our responsiveness, an increase in counseling staff would allow us to meet increased demands. Despite increased demand, our staff has remained static for more than five years.

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.

Many of our events, including Preview Day and Welcome Day, include a platform for students and the community to rate our service that day.

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.

The main impediment to meeting student and staff quality expectations is staffing levels. We have experienced a 64% increase in financial aid recipients over the last six years. Unfortunately, staffing has remained stagnant during this time.

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 counseling staff is trained to be attentive, empathetic, and courteous when counseling students. Although we are frequently in the position of "enforcer," we strive to deliver any information that may be perceived as negative in a calm, caring, and non-judgmental manner. Further, we station FA personnel on a rotating basis in the Enrollment Information Center on the first floor of the SA building to provide an immediate level of customer service consistent with PEMSA's culture of service.

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 goal is deliver courteous and timely counseling to students during all on-campus or off-campus opportunities.

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 evidence, if possible, in <120 words. If no, please explain.

Our goal is to make counseling services available to all students who visit our EIC and who desire these services. We also strive to make counseling available to all students and families attending campus and community sponsored outreach events.

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.

195708

Attach your allocated spreadsheet here.

Financial Aid Allocations.xlsx

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.

3000

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.
518

Attach your allocated spreadsheet here.

Financial Aid Allocations.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.

We have offered cross-training to other staff, including the staff in our one-stop-stop, in an attempted to improve the cost efficiency of this service without diminishing quality.

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.

We can gain some additional efficiency by making some custom changes to the delivered Student Administration module in PeopleSoft. Many of these changes have already been developed by sister campuses and could be made available to us. For example, enhancing the delivered Communications Module would save valuable counseling time currently dedicated to creating individual student messages.

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.

Due to the complexity of federal and state aid regulations and our accountability to both federal and state entities, it has not been possible to successfully train other staff to counsel financial aid students. For this reason, the allocation of additional staff resources is the only option for improving the quality of this service, and for meeting the increasing demand for one-on-one financial aid counseling.

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.

We expect to work closely with the IT staff to adopt and with the AVP of Enrollment Management Systems to identify and install custom PeopleSoft updates.

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.
While we do not measure the number of students we counsel during the year, we know that 2,000-4,000 students attend each of our major events each year. In addition, we participate in at least 20 off-campus events during the year and we counsel all students who drop-in to request this service.

7. Other

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.

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

The financial aid counseling staff is required to attend regular in-depth training which ensures they are qualified to counsel students and families on the financial aid process. Although other campus staff may have some rudimentary knowledge of federal and state regulations, our counseling staff represents the only staff on-campus actually qualified to assist students with complex aid issues.

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.

Although we have seen a 52% increase in the number of students receiving financial aid between 2007-2008 and 2011-2012, our counseling staffing has not seen an increase in more than five years.