1. Support Services Report Template

Report Info
Name of the person completing this report: Alta Fortenberry
Title of the person completing this report: Director, Enrollment Information Center
Supervisor/dean reviewing report: Greg Smith
Division/College: PEMSA
Name of second reviewer (if necessary): Linda Dalton
Service: Enrollment Information Center (EIC)

3. Mandated Service

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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: FERPA

Provide a brief explanation, if necessary, in < 60 words.
While the EIC and its services are not mandated, EIC staff members honor FERPA privacy protections regarding student information.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words
The Enrollment Information Center (EIC) is a one-stop center for students.
Student Admissions, Financial Aid, and Records Information (SAFARI)

The SAFARI provides comprehensive services to
Prospective students, currently enrolled students, staff and faculty, and members of the community-at-large

The SAFARI was designed to serve as the front-line for
Admissions / transfer evaluations
Records and registration / graduation evaluations
Financial aid

The SAFARI currently provides information or services related to the following:
Pre-admission, Admission (Undergraduate, Graduate, and International), Graduation, Student records, Registration, Financial aid, Student financials, Academic departments, General Education, General University Information

When necessary, the SAFARI refers complex or in-depth inquiries to specialists within these areas

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: 75%
Faculty: 5%
Administrators/staff : 5%
Colleges/departments : 5%
Alumni : 5%
Community outside University : 2%
Other : 3%
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>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>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✔</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>✔</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<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>
</tr>
<tr>
<td>Without the EIC, prospective students (especially students who have already been given initial admission, or who are at the point of finalizing financial aid or registering for classes) would have to navigate through the processes of finalizing enrollment without an &quot;in-person&quot; experience. This would leave many students in a situation where they do not understand their next steps and cannot find the information they need. Prospective students do not know the policies and procedures of the University and rely on University representatives to guide them through the process. Our new students in particular find mycsueb and other technological resources to be complicated and they are often in need of someone to walk them through the systems.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
</tr>
<tr>
<td>Without the EIC, current students would have to navigate through the University’s processes without an “in-person” experience which would have a potentially severe impact on student retention. Students have difficulty understanding the policies and procedures of the University and rely on University representatives to guide them through the process. Continuing CSUEB students find many challenges with the University’s online systems, even after having been students here in prior terms, and often need help in understanding how to resolve their issues.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
</tr>
<tr>
<td>Without the EIC, students who have graduated or think that they have fulfilled graduation requirements would find it very difficult to know what their next steps are. Students, when they believe they have graduated, do not check their University portals. They often believe that everything is in place and after several months of no communication, they come in to check on their progress. They often do not understand, despite the availability of online guides to their next steps, what they need to do to confirm 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>4 - Service provides evidence of direct impact in more than</th>
<th>3 - Service provides evidence of direct impact in</th>
<th>2 - Service provides evidence of indirect impact in more than</th>
<th>1 - Service provides evidence of indirect impact</th>
</tr>
</thead>
</table>

Link to Scoring Rubric
<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Without the EIC potential students would have to navigate through the process without an in person experience which would severely impact the admissions process. Potential students do not know the policies and procedures of the University and rely on University representatives to guide them through the process. Often times, technology is complicated and they need someone to walk them through.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Without the EIC current students would have to navigate through the Universities process without an in person experience which would severely impact the retention rates. Students have difficulties with understanding the policies and procedures of the University and rely on University representatives to guide them through the process. Often times, technology is complicated and they need someone to walk them through.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Without the EIC current former students would find it very difficult to know what their next steps are. Students, when they believe they have graduated, do not check their University portals. They believe that everything is ok and after several months of no communication, they come in to check the progress. Next step questions are online but confusing to students.</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>SSC</th>
<th>Contribution Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>The EIC reinforces academic quality by explaining the process, procedure and policies to students and take problems, concerns, issues and feedback to University officials who will investigate. EIC staff teaches students how to navigate through higher education and prepare the scholars for dealing with and avoiding unnecessary delays in services due to their actions and education of University technology systems.</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>Enhancement of an inclusive campus is important to the EIC. All service and interactions are to help students, many of whom come from historically under-represented populations. The EIC is a service that students come to when they are searching for answers or guidance regarding University and life issues without judgment placed on 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>The EIC’s mission and value statements stem from a students first model. Students’ questions, inquiries, issues and situational needs are why the one stop shop was created. The EIC is the only place on campus that a student can go to inquire about anything and get a comprehensive answer or get directed to someone who can help them resolve problems.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement</td>
<td>The student services provided through the EIC are vital to student life and success at the University. Students get answers to questions regarding issues and situations that arise in which can be avoided with knowledge and adherence to guideline and deadlines. Information regarding these policies are located on the website but students have...</td>
</tr>
</tbody>
</table>
Contribute to a sustainable planet through our academic programs, university operations, and individual behavior. Contribution to a sustainable planet is achieved through the automation of many paper processes in the areas the EIC serves. EIC has also reduced the number of paper forms given plus reduced the size of the receipts given to student who turn in documents. EIC also makes electronic copies of forms turned in to alleviate the need for duplicate copies.

Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University. The EIC works with almost all campus units either directly or indirectly. EIC staff has to be able to communicate with different departments to help resolve student issues to avoid run-around. EIC staff strives to provide excellent customer service through respect and genuine concern for student welfare. EIC works to improve efficiency through thoroughness of answers given to student questions.

Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility. The EIC supports the region by serving anyone who comes to the counter to inquire about the university.

Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM). EIC contributes indirectly to STEM initiatives by providing services which work in collaboration with the learning process such as knowledge and adherence to policies and procedures. Student success is predicated on a well-rounded experience and that can only be accomplished through a concerted effort from all University departments. Information from the EIC needs to be consistent with all printed material.

**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.**

The EIC is the initial in-person contact for the Planning and Enrollment Management departments including Admissions, Records, Financial aid, outreach and communications. This contact has changed over the years but has had a steady and consistent increase due to deadlines, policy changes, new technology, etc. The demand for the EIC service has increased every year with the University enrollment. EIC staff track usage everyday and what kinds of questions are asked or services requested. The past three years numbers are included:

- 2010-2011: 48,056
- 2011-2012: 60,608
- 2012-2013: 70,143

Last year we averaged 288.65 questions per day and that average is looking to be surpassed. Increase in student population will increase our demand.

**5. Quality of Service**

**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.

The EIC has implemented student customer satisfaction surveys to students who come in and use the services provided. There are survey boxes locate in two areas for students to give feedback regarding the customer service provided by EIC staff. The survey
looks at what services they came in for, their overall experience and whether all questions were answered; students also had the opportunity to write in additional comments or praise employees who exemplified exceptional customer service. The survey was handed to every student who used the service for two months. During the 2 month intense rollout, we received 264 responses. The responses showed the area where they were excelling in and which services needed improvement, some students emailed their concerns.

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 EIC has implemented several new additions to the services we provide based on recommendations and observations from our customers. The EIC gives out receipts that are dated with the documents turned in so students and staff can keep accurate records of dates and documents turned in. EIC has also implemented making electronic copies of transcripts turned in just in case a staff member needs to see them earlier than the process dictates in order service the customer quicker. Student workers have also been trained to assist students with learning and understanding University technology to get them out of lines and served quicker. EIC has also been granted permission to view more screens to better assist students with issues.

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.

Using current resources, the EIC could be restructured should there be vacancies on the staff. Currently, the EIC has 4 counseling positions (including the director) and 2 front counter/general information staff (generalists). The counter space could be transformed to accommodate 4 front counter staff and assistance from counselors in other PEM departments as needed, especially during peak times. The Director and Assistant director would still be the second line of response to handle complicated issues.

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.

Using additional resources, the EIC could be restructured to a 4 front counter staff/3 counselor model instead of the current model of 4 counselors and two front staff. Increasing the number of computers and allow students to print would help with the amount of money the University spends on printed material. EIC would benefit from a part/full-time generalist to be stationed near the doorway as a greeter and could answer general directional questions as well as filter through the lines to make sure students are in the proper place.

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 EIC used a customer satisfaction survey from 1/31/12 to 3/20/2012. A copy of the survey was handed to each customer after they received front counter service. The results of the three measurements are as follows.
Overall experience: excellent=231, Satisfactory=24, Unsatisfactory=1, Did not answer=7.
Question areas: Financial aid=77, Registration=42, Admission=77, Graduation=24, Other=60, Did not answer=13.
Question answered: Yes=254, No=0, Still unclear=2, Did not answer=8. Students had the chance to write in comments and netids for further follow-up if needed.
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 EIC was rated in the student/staff survey given by the university. The results are as follows:

Usage: Never=606, Rarely=518, Sometimes=589, Often=241
Importance: Not Important(1)=15, (2)=59, Somewhat important(3)=307, (4)=281, Very Important(5)=641
Quality: Poor(1)=42, (2)=51, Fair(3)=264, (4)=273, Good(5)=590

The EIC is functioning well with the staff and resources it current has based on the numbers above. The quality of service and why it was not adequate was not given in the survey. What stands out the most is that the services are important to most people who participated in the survey therefore future conversations on improvement of services will take place.

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

Consistent with the PEMSA commitment to students, the EIC developed guidelines and good practices for customer service. This document explains what is and is not appropriate when delivering service in the EIC. The document also explains the expectations of professionalism and how each staff member contributes. The EIC goes over the document yearly and staff makes sure it is still current and relevant to the mission and vision of Planning and Enrollment Management as well as the best practices for customer service in the lobby.

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.

The EIC is committed to giving excellent customer service 100% of the time. The area understands and realizes that will not always happen, therefore we have put together safeguards to help insure that customers receive follow-up information or additional time with specialized staff if needed. The EIC has protocols set in place to escalate student issue and complaints. If a student should receive what they perceive as unsatisfactory service, a manager or specialized staff person will meet with them immediate to help with the issue.

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.

The EIC does not have annual quantity goals because the area deals with incoming traffic. The EIC helps people who walk in the building needing help no matter how many per year.

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.

Attach your allocated spreadsheet here.
EIC Allocations.xls

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

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.

788

Attach your allocated spreadsheet here.
EIC Allocations.xls

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 EIC had adopted some cost saving measures to help improve efficiency and increase customer satisfaction. The EIC has incorporated receipts for all documents turned into the lobby regardless of area. This helps students and staff keeps track of the process and reveals any discrepancy in processing on the third floor. The EIC has also used student workers to help assist at the computers to free up full-time staff to work at the counter and continue to help customers. Small sheets of paper regarding certain processes are given out to students who have trouble navigating through. This allows students the opportunity follow step by step guidelines without a staff member present allowing EIC staff to focus on the lines.

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 EIC is always working to improve service to students and this includes quickly recognizing when a situation needs to be escalated from the front counter to a counselor or specialist. Ongoing training will help staff identify when to hand a problem over to a specialist.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were
The EIC can improve efficiency with additional resources by restructuring the lobby to include an additional front counter person and an additional greeter who is available to make sure that customers are in the correct line. Monitors with important information displayed as well as signage that is clear and ADA compliant. A number system for the financial aid counselor would be helpful so that students can get numbers and know how many people they have ahead of them instead of asking periodically. Having offices for officers of the day in admission, records or financial aid would greatly cut down the wait time a student has when needing a specialist and the anxiety of the front-line staff trying to find one.

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 EIC is looking at installing a monitor to give important information to students while standing in line. The area is also looking at increasing the number of staff during peak periods by identifying when they are and setting guidelines regarding off-time. The management team is also looking at filling vacancies, when they arise, with full-time front line staff dedicated to helping the counter and leaving the specialized counseling to the areas who have the access to make changes in peoplesoft.

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.

Not included: computer areas/questions answered by student-workers.

July=3737
Admission=617
Records=698
Graduation=72
Financial-Aid=2040
Pre-Admission Advising=1
Misc=309

August=5920
Admission=938
Records=1409
Graduation=46
Financial-Aid=2907
Pre-Admission Advising=1
Misc=619

September=6788
Admission=1098
Records=1246
Graduation=64
Financial-Aid=3801
Pre-Admission Advising=3
Misc=309
October=5277
Admission=749
Records=1078
Graduation=42
Financial-Aid=2959
Pre-Admission Advising=11
Misc =438

November=5897
Admission= 740
Records=1880
Graduation= 44
Financial-Aid=2598
Pre-Admission Advising=33
Misc =602

December=3267
Admission=470
Records=720
Graduation=41
Financial-Aid=1515
Pre-Admission Advising=13
Misc =508

January=4881
Admission=676
Records=1256
Graduation=149
Financial-Aid=2111
Pre-Admission Advising=4
Misc =685

February=4642
Admission=819
Records=1477
Graduation=125
Financial-Aid=1676
Pre-Admission Advising=6
Misc =539

March=2938
Admission=678
Records=633
Graduation=85
Financial-Aid=1226
Pre-Admission Advising=4
Misc =312

April=6239
Admission=711
Records=1510
Graduation= 672
Financial-Aid=2644
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.

There are no other places at Hayward that provide one-stop shop information regarding admission, records or financial aid and have specialists available at all times. There is also no other place on campus that provides general campus information to the extent the EIC does. PEMSA’s telephone call center doesn’t offer the breadth of services. Concord staff handle questions there.

**Link to Scoring Rubric**

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

The EIC is unique in the area provides information to and about the whole campus although the area is supported by Planning and Enrollment Management. A survey was conducted about 7 or eight years ago that polled staff, faculty and students about where they find resources and information on campus. Almost every question had EIC (SIL at the time) as the place to get the answers. The EIC is a place that if someone does not know where to go, they come to us for the answer. We try our best to learn all campus procedures and nuances to help students navigate through their education.

**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 Welcome Center provides information to prospective students interested in applying to East Bay. This is a distinctly different and more focused service than the EIC, which serves some prospective students, but is much more focused on admitted and enrolled students.