1. Support Services Report Template

**Report Info**

- Name of the person completing this report: Linda Dalton
- Title of the person completing this report: VP, PEMSA
- Supervisor/dean reviewing report: n.a.
- Service: PEMSA Leadership and Oversight
- 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: e.g., Financial Aid
- State Law: e.g., Financial Aid
- Executive Order: e.g., Admission policy, Student conduct
- Title 5: e.g., CSU eligibility
- Campus Policy: e.g., Registration priority; Time, Place and Manner policy
- Any other: e.g., WASC accreditation

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

Many areas within PEMSA are subject to mandates, so the oversight function involves making sure that other managers comply with the federal and state laws and CSU and East Bay policies that apply and meet deadlines. Examples are cited above.

4. Importance of Service

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

The PEMSA VP's office is responsible for leading, coordinating and facilitating the activities of all other units within PEMSA. The office supports PEMSA's organizational philosophy, placing students at the center of the division's work. Within the context of our mission, vision, and values, PEMSA acts strategically, and operates consistently to be effective in supporting our primary University commitment “to serve students first by expanding access and enhancing each student's educational experience and prospects for success as a graduate and lifelong learner.” The Vice President serves as a member of the President’s Cabinet, and as liaison between PEMSA and other Cal State East Bay divisions as well as the President’s Office, Cabinet, Academic Senate, and university wide committees; and the CSU.

**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: 50%
- Academic Senate and/or committees: 10%
- Administrators/staff: 15%
- Colleges/Departments: 15%
- Community outside University: 5%
- Faculty: 5%
- Total: 100%
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>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></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>The leadership and oversight role affects most applicants indirectly, because the VP works through the AVPs and directors who conduct recruitment and admission functions. However, the VP provides some direct service in reviewing special requests for consideration.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The leadership and oversight role affects most enrolled students indirectly, because the VP works through the AVPs and directors whose staff members work directly with students. However, the VP provides some direct service when addressing student complaints, acting on student conduct issues, and working with ASI student leadership.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The leadership and oversight role affects most alumni only indirectly, because the VP works through the AVPs and Registrar regarding any issues associated with transcripts, diplomas, and alumni relations.</td>
</tr>
</tbody>
</table>

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></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>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th></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>The outreach, recruitment and admission functions would not be effective without the leadership and direction provided by the VP and AVPs with respect to enrollment goals and targets and processing timelines.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The University Scheduling, Registrar, Financial Aid, Student Life, Student Conduct and Judicial Affairs, ASI, and Planning, Institutional Research, and Data Warehouse functions would not be effective without the leadership and direction of the VP and AVPs with respect to the context, direction, goals and priorities for each activity.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The work of the Registrar in meeting the needs of graduates requires less oversight by the VP.</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?**

| Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship | The VP provides direction to other PEMSA units with respect to applying admission criteria, graduation standards, and approving requests for exceptions. |
| Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development | The VP actively supports inclusiveness university-wide and represents these values within PEMSA. |
| Serve students first, by expanding access and enhancing each student's educational experience and prospects for success as a graduate and life-long learner | The VP provides leadership with respect to a culture of service in PEMSA, where all units either directly or indirectly serve prospective and/or enrolled students. |
| Foster a vibrant community through enriched student services and student life that support student engagement and learning | The VP provides guidance regarding Student Life and ASI activities through the AVP for Student Affairs. |
| Contribute to a sustainable planet through our academic programs, university operations, and individual behavior | The VP supports ASI's leadership in Earth Day and other sustainability activities and encourages responsible individual behavior by staff. |
| Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University | The VP has stressed the importance of streamlining administrative processes and increasing the responsiveness of PEMSA units to students, faculty, and others they serve in the context of PEMSA's culture of service. |
| Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility | The VP supports outreach activities designed to serve students from historically under-represented populations, including educational summits. |
| Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM) | The VP encourages innovation and leadership within PEMSA, including outreach activities, student life (including orientation), and data warehousing. |

**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.**

As Cal State East Bay has to manage enrollments more carefully than in the past, the VP's leadership role increases in importance. Further, the research, administrative and student development functions within PEMSA can visibly and measurably affect student
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 VP seeks feedback from the AVPs and other direct reports regarding direction for PEMSA. The general effectiveness of leadership can also be seen in terms of morale within the division and its reputation at the University.

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 VP uses annual performance appraisals with the AVPS and other direct reports to identify areas for improvement in providing PEMSA functions.

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.

A “360” review would be good for this purpose. The VP and AVPS were reviewed by the Academic Senate process about three years ago, but that process did not delve into the leadership function within the division.

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.

Additional resources could enhance oversight by funding another management position in the VPs office. This would be a professional position, perhaps called assistant vice president, that would help coordinate functions at a higher level than can be provided by administrative support staff because this person would be knowledgeable about content and process.

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 VP seeks informal feedback from the AVPs and other direct reports regarding direction for PEMSA. In addition, PEMSA has set up an electronic tool for anonymous feedback. This tool has only been used sporadically by staff.

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached,
The VP's office was not included in the survey.

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

PEMSA has adopted (and posted on the web) its values stressing service, as follows: "Committed to always providing a high level of service, the Division of Planning, Enrollment Management, and Student Affairs (PEMSA) is dedicated to putting our constituents first by providing excellent and efficient professional service, encouraging innovative thinking with ethical and transparent decision making, fostering teamwork, and treating others with compassion. Individuals in PEMSA strive for enthusiasm, respect, inclusiveness, accountability, and the pursuit of the highest level of student service possible."

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 VP discusses how she supports the division within her annual performance self-appraisal and goals for the subsequent year. Here is an example from 2012-13:
Goal: To focus further attention in PEMSA to providing a pervasive culture of service.
Achievements: (1) Clarification of protocol for handling escalated issues; (2) Log tracking issues and complaints so as to identify common patterns that can be addressed through more focused training and better communications.

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 division leadership function does not lend itself well to quantified goals. In this context, however, a reduction in complaints from students and a reduction in staff turnover have been division goals over the past several years.

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.

170046

Attach your allocated spreadsheet here.
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.

149303

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.

270.75

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.

Efficiency has had to increase of necessity as PEMSA functions increased (especially when student development functions were added in 2009) with no increase in central staffing.

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 VP has considered alternative meeting arrangements, but has determined that leadership and oversight for the division requires weekly meetings with each direct report and with the AVPs as a group. We have also worked on improving the efficiency of communications within the division.

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.

As noted earlier, another management position such as an assistant vice president could contribute to more thorough oversight and potential efficiencies.

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.

Not explicitly, as there really isn’t anything to trim.

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.

Accomplishments during 2011-12 included the following non-routine leadership and oversight activities: applying the University’s new shared commitments to PEMSA with appropriate adjustments to the PEMSA mission and goals; overseeing work flow improvements in the admission and transfer credit evaluation areas (with the AVP for Enrollment Development and Management); orienting the new AVP for Planning and Institutional Research during her first year at East Bay; overseeing the development of departmental budget allocations within PEMSA (moving somewhat away from more centralized budgeting adopted when the division was formed in 2007); supporting the AVP for Enrollment Management Systems during the implementation of PeopleSoft 9.0; and working with the AVP for Student Affairs on some especially challenging student conduct issues.

7. Other

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

Yes

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

Every division and major unit at the University includes a leadership and oversight function. PEMSA’s are unique to the mission and scope of the division.

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

PEMSA is a very mission-driven division, applying the University’s mission, values, and commitments to the work within our division. PEMSA prides itself in a teamwork approach to leadership and internal decision-making. In addition to weekly meetings with the AVPs, PEMSA holds a monthly policy group meeting for directors and a quarterly town hall session for all staff. PEMSA has no exact counterparts in the CSU or other universities due to its emphasis on strategic planning, particularly enrollment management, and the array of units included, ranging from enrollment services, administrative system support, university scheduling, and student development to institutional research.

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.

Readers will see nearly $150,000 listed as operating expenses for this function. It is important to understand that PEMSA centrally manages a significant portion of the division’s operating budget because supplies are ordered centrally and a number of contractual services, memberships, and similar expenses are for the entire division or multiple units within the division. Further, we purchase equipment centrally. While equipment expenses could be attributed to different units at the end of a fiscal year, the proportion varies significantly from year to year because they are not annual costs.

NOTE: As this report covers the time in which PEMSA was a division, no changes have been made in the report following the
President's announcement that Student Affairs is being re-established as a division. The primary effect for the VP for PEM will be reduction in scope/span of control. Otherwise, all aspects of this report will continue to apply.