1. Support Services Report Template

Report Info

Name of the person completing this report: Debra Flores-Victoria
Title of the person completing this report: Coordinator, Evaluation Petitions and Appeals
Supervisor/dean reviewing report: Linda Dalton
Name of second reviewer (if necessary): Greg Smith
Service: Ombudsperson, Admissions and Records Petitions and Appeals
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.

State Law: Assembly Bill 670
Executive Order: Admissions Appeals Process, Executive Orders
Campus Policy: Records Petitions, Campus policy
Federal Law: FERPA

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

Assembly Bill 670 requires the CSU to ensure that campuses meet specific requirements with respect to appeal procedures for a denial of admission.

Records petitions for Late Enrollment, Late Drop or Late Withdrawals are based on a University policy allowing students to petition with extenuating circumstances or evidence of University error.

4. Importance of Service

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

The ombudsperson for PEMSA facilitates the processing of Admissions, Records and Graduation petitions. This includes researching the petition, Chairing a Review Committee that renders a decision based on policy and extenuating circumstances of the student. Attention to students’ individual circumstances serves the University in providing students with an appeal process when they have been denied access following standard rules and procedures.

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: 85%
Faculty: 3%
Administrators/staff: 5%
Colleges/Departments: 4%
Academic Senate and/or committees: 1%
Alumni: 1%
Community outside University: 1%
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>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.

| Pre-college (helping students to enter the system) | The Admissions Appeals process allows students who have been denied admission to the University the option to appeal the decision based on extenuating circumstances. These appeals are reviewed by the Admissions Review Committee and students are notified of the decision. |
| During college (helping students succeed while they are at Cal State East Bay) | Currently enrolled student with issues regarding Registration, Enrollment and Withdrawals can petition with the Records Office and these petitions are reviewed by the Registration and Records Review Committee. Decisions are sent to students via their horizon email. This appeal process allows students with compelling circumstance an option that can help them continue in positive standing at the University. |
| After college (helping students establish meaningful lifework and be socially responsible contributors to society) | Both the Admissions and Records appeal processes provide students with options that can assist them in being successful students and responsible graduates. |

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

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

| Pre-college (helping students to enter the system) | The Admissions Appeal Process is mandated by Assembly Bill 670 the requires each CSU to provide an appeal procedure for denied applicants. While it will not severely impact |
|---------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|
### 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>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>The admission appeals process offers an opportunity for students to demonstrate academic potential for success even when they miss some technicality in the admissions process.</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></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 petition process for both Admissions and Records expands access to the University through the admissions appeal process and allows for continuing students to express any extenuating circumstance the affect their enrollment.</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></td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>The petition and appeals processes contribute to the transparency, responsiveness, and accountability of administrative processes in PEMS.</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>
<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.
In 2012, 91% of applicants were admitted by March 1; however only 18% actually enrolled that fall. This means the work volume is trending up at a steeper climb than the overall University Community; however, the infrastructure and resources have not kept pace. With significant increases in applications each year, the volume of petitions is likely to increase, particularly as the University enforces deadlines and permits fewer exceptions during the admission process. With increase enrollment Records petitions are likely to increase as well.

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 quality of the petitions reviewed for Admissions and Records petitions is monitored by the Review Committees for both areas, the Admissions Review Committee for Admissions petitions and the Registration and Records Review Committee for records petitions.
- The quality of Freshman and Transfer Admission petitions is measured through:
  - High level of student satisfaction (low complaints)
  - Fast response rate on incoming inquiries, appeals (phone/email)
  - Successful collaboration (efficient, cooperative) with other CSUEB departments working with incoming students and continuing students.

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

Provided a complete web page with appeal procedures. Developed a committee of staff and faculty to review petitions. Respond to petitions in a timely manner, generally in 15 days of receipt of a complete petition.

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 the Data warehouse capabilities to create predictive modeling reports. Expand the Review Committees to include more faculty participation. Continue to make campus staff and faculty aware of the petition process and procedures. Stronger scrutiny in the approval of Records petitions to inform students of policy.

Limit the number of Admissions Exceptions to improve the quality of incoming students.

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 Ombusperson manages appeals for both Admissions and Records. Efficiency, student satisfaction and admitted student yield would improve if additional resources were provided to hire an Admissions Appeals staff person due to the increase in applications and appeals growing annually.
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.

Informal tools include: Low complaints indicates satisfied students. Low numbers of escalated complaints.

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.

Not covered by 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 is dedicated to a “culture of service” and in processing Admission and Records petitions two committees of staff and faculty review and consider petitions according to University policies.

Staff refer students to a petition and appeals coordinator to ensure student issues are handled consistently and fairly.

All decisions are sent via horizon email to students and petitions and supporting documentation is imaged in Singularity.

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.

As enrollment has increased the number of petitions has increased particularly in the Admissions area but the quality of service is consistent and follows University guidelines and policies. This is monitored by the low number of complaints filed with the administration.

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.

Each year the Chancellor’s Office allocates a number of allowable admissions exceptions to be considered. The Coordinator of Evaluation Petitions and Appeals is responsible for monitoring the number of exceptions made and reporting the annual number.
of exceptions made. The goal regarding the number of exceptions made can vary depending on University admissions targets but the quality of service to students is consistent based on Committee Review decisions.

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.

63828

Attach your allocated spreadsheet here.
AVP Enrollment Dev & Managment.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.

133

Attach your allocated spreadsheet here.
AVP Enrollment Dev & Managment.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.

Website and printed material reviews completed to ensure clear information is published regarding admission requirements so students understand criteria and deadlines. Records information is also updated regularly to ensure clear information to students.

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.

Stronger scrutiny in the approval of Records petitions to inform students of policy. Inform surrounding service area school counselors of the appeal procedures and the low percentage of approved appeals.
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.

Ability to respond in a more timely manner to petitions and appeals if the two areas were managed by separate individuals.

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.

This service is handled primarily by one person, therefore more efficiencies are not realistic given the volume of 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.

Approximately 800 petitions for incoming freshman and transfer students are reviewed in committee annually. This number does not include inquiries regarding status, procedures and general questions which could be as high as 1,500. The volume of work will likely increase with the increased volume of applicants yearly.

Records petitions regarding Late Enrollment, Late Drops and Graduation can be as many as 200 quarterly.

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.

Some Admissions exceptions are made by the Educational Opportunity Program (EOP), but students must meet their program guidelines to be considered.

The International Admission Office oversees application processing for students with international transcripts. They are to follow the same admission standards as the Office of Admission although they follow their own petition process.

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

In addition to being the office that oversees the administration of admission standards, the Admission Appeals Coordinator reinforces academic quality by highlighting CSUEB’s strengths; promoting a college going culture; offering clear information regarding admission requirements so that students are able to meet criteria and deadlines. Continuous attention to administrative business processes and fostering a “Culture of Service.”
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.

It is important to note that although the university's new student enrollment has grown in small increments, the total number of applications received (requiring processing) has climbed at a very steep rate. This therefore increases the number of petitions for both Admissions and Records offices. Through the Planning for Distinction process, it is the hope of the Office of Admission and Records that the overwhelming workload increase will be highlighted alongside the fact the department’s size and infrastructure/technical tools have remained the same. If the service to provide applicants with the opportunity to appeal was not extended it would greatly impact the number of complaints to the campus community and community at large. Due to Assembly bill 670 we are required to provide this service to all applicants.