1. Support Services Report Template

Report Info
- Name of the person completing this report: Angela Schneider
- Title of the person completing this report: University Registrar
- Supervisor/dean reviewing report: Greg Smith
- Name of second reviewer (if necessary): Linda Dalton
- Service: Registrar/Records
- Division/College: PEMSA

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: Yes
State Law: Yes
Executive Order: Yes
Title 5: Yes
Campus Policy: Yes

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

Most of the processes and procedures in the Records Office are mandated. Examples include FERPA (Federal Privacy Law); Executive Orders governing document retention schedules, grading, academic standing, diplomas; and campus policies regarding priority registration, grade changes, change of majors.

4. Importance of Service

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

The Records Office provides essential services related to enrollment and the management of student records to students, faculty, administrators, alumni and other constituents. The office is charged with ensuring adherence to University, Federal, and State policies, preserving academic integrity, maintaining the security of academic records, and providing accessible services.

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2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

- Faculty: 5%
- Administrators/staff: 10%
- Colleges/departments: 10%
- Alumni: 3%
- Community outside University: 2%
- Students: 70%
- 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>During college (helping students succeed while they are at Cal State East Bay)</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</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>During college (helping students succeed while they are at Cal State East Bay)</th>
<th>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 - Service provides evidence of direct impact in more than one area</td>
<td>3 - Service provides evidence of direct impact in one area</td>
<td>1 - Service provides evidence of indirect impact in one area</td>
</tr>
</tbody>
</table>

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

<table>
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<tbody>
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</tr>
<tr>
<td>Succeed while they are at Cal State East Bay)</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</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>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>Applying academic policies consistently and maintaining the integrity of academic records is essential support for academic quality.</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>Provide clear, consistent and timely information to students about their record and any records related process.</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>Providing clear, consistent and timely information to students, advisors, and the university community in general. Ensuring that others on campus understand the student record and related processes/policies.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td></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.

This demand for the service depends on the enrollment growth of the University. A greater number of students would increase the demand for all records services. In addition, the growth of continuing education programs will result in a higher workload for the records office.
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.

There are established time frames for processing all services, and the supervisors monitor the work to ensure these deadlines are being met. Quality is also measured by the low number of complaints and petitions from our constituents, and errors made by staff. Accuracy is critical when making changes to a student's record so there is an emphasis on error free work with ongoing training and checking by the supervisor.

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

1. Recommended policy changes which have been approved by Academic Senate (Example: Implementatin of electronic Report of Incomplete Contract in PeopleSoft)
2. Regular meetings and an Annual Information Session with staff and advisors on campus to provide training and inform them of any changes in procedures. Quality is reduced when other departments do not adhere to deadlines or operate outside of established policies and procedures (Examples: grades not submitted, documents not signed or completed incorrectly).
3. Expanded communications to include forums such as Facebook
4. Providing self service options for Open University
5. Revisions to records forms and processes
6. Offering expedited shipping for transcripts.

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.

1. Build more reports in the data warehouse so we can easily send out communications to students and track certain groups for reminders of deadlines and important information
2. Use of text messaging to communicate with students
3. Sending electronic transcripts to students and other institutions.

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.

1. More self service options for students, staff and faculty (Examples: registration planner, graduation filing updates and change of majors)
2. New imaging system that is integrated with PeopleSoft.

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.
Informally, we closely monitor the emails and phone calls and talk to the staff routinely to determine if there are patterns of concern such as not meeting processing deadlines or a process not functioning correctly. Feedback from faculty, staff and students is used to assess satisfaction.

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 survey was completed by faculty/staff and students for Records/Registrar. For student responses, although the usage was reported as low (between rarely and sometimes), the service was rated high, just below the university average on both importance (4.35 out of 5) and quality (4.05 out of 5).

For staff and faculty who completed the survey for records services the usage was higher for faculty than staff (yet both were between rarely and sometimes) but the ratings were high (above the university and PEMSA averages) for importance (4.6 for faculty and 4.75 for staff) and quality (4.1 out of 5).

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 PEMSA’s culture of service, the staff are trained to respond to inquiries when possible even if outside their area of service, and to provide professional and detailed responses. Feedback is given to staff when communications are not up to the required standard. There are procedure documents so that consistent information and service is applied when dealing with the receivers of the service and making changes to a student record.

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.

Meeting established deadlines with few errors for the processing of all records documents including grade changes, transcript orders, the annual commencement program, diplomas, and imaging of all documents into the student's electronic record.

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.

Although we do not set targets for quantity, the PEMSA annual report captures totals annually for most of the processes in the records office. We also informally monitor the volume of work throughout the year and question the nature of significant increases or decreases in volume from the norm.
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.

357060

Attach your allocated spreadsheet here.
Registrar 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.

56853

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.

1154

Attach your allocated spreadsheet here.
Registrar Allocations.xlsx

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.

1. Implementation of the self service module for all open university applications
2. Continual revisions to records forms and processes
3. Changes to policies such as graduation filing eligibility
4. Changes to most degree and enrollment verifications being processed by the vendor versus records staff
5. Information session and meetings with staff and faculty to streamline records related processes
6. Reduction in phone hours
7. Use of data warehouse reports to access the information when needed without using programmer resources.

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.

1. Cross training of staff to back up all services in records.
2. Sending transcripts electronically to reduce cost of paper/supplies and staff time to print and mail each outgoing East Bay transcript.
3. Creating more reports in the data warehouse so staff can extract them when needed and without using the resources of a programmer.

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.

1. New imaging system that is integrated with PeopleSoft
2. Rebuilding the diploma database as the current one does not function and all historical data cannot be accessed
3. Transition of archived transcripts (microfilm and microfiche) and data to electronic format.
4. Providing more self service options such as change of major and updating of graduation terms so staff does not have to code each request manually.

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.)? 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.

Yes

1. Changes to Net ID processes with the IT service desk assuming more responsibility for the resolution of Net ID issues
2. Implementation of outgoing electronic transcripts.

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.

Although we do not have data for all output, there are some areas where data is tracked annually: 24,000 outgoing transcripts, 6,550 diplomas, 4,000 grade changes, 4,000 withdrawal forms, 4,000 major changes, 1,100 Net ID activation code requests, 600 personal data changes, 15,000 phone calls and 27,000 emails answered. This does not include the number of records documents scanned and imaged, correspondence with other staff/faculty on campus, communications with students, or the resolution of issues and complaints.

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.

The Records office is solely responsible for certain changes to student records (e.g., grade changes), the official maintenance and security of all student records, and the issuance of transcripts and diplomas. This service also makes final decisions on record and grade related matters in adherence with state, federal and university policies.
5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Nearly all records processes are only performed by records staff including grade changes, change of major, and the production of transcripts and diplomas. This service is responsible for maintaining the official academic record for the university and ensuring it is correct.

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.

As noted earlier, the Registrar's Office is responsible for the records for all matriculated students - whether they are enrolled in programs supported by state funds or through self-support (DCIE).