1. Support Services Report Template

Report Info

Name of the person completing this report: Ilana Israel Samuels
Title of the person completing this report: Associate Director of Recruitment Initiatives
Supervisor/dean reviewing report: Greg Smith
Name of second reviewer (if necessary): Linda Dalton
Division/College: PEMSA
Service: Plan and conduct annual and quarterly recruitment schedule for domestic and undergraduate students

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: NA
State Law: NA
Executive Order: NA
Title 5: NA
Campus Policy: Yes
Any other: CSU initiatives and best practices below

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

As mandated by the Chancellor’s office, there are several initiatives which this service is responsible for implementing. This includes but is not limited to services for Veterans, Super Sunday and Asian American/Pacific Islander populations. This ensures that we maintain diversity and balanced recruitment efforts for all audience types.

4. Importance of Service

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

To serve prospective students and families with a full range of outreach and recruitment services to promote a college-going culture, to bring CSUEB awareness to the communities that we serve, and to enhance the University’s visibility and strengths beyond the traditional pool of prospective students in order to achieve academic quality and diversity. Services include, but are not limited to, pre-admission counseling, campus tours, presentations, workshops, college fairs and admission events in and out-of-state. This service in PEMSA focuses on domestic students as international students are recruited through the Center for International Education.

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: 90%
Community outside University: 10%
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>Action/Student Impact Areas</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>Action/Student Impact Areas</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>Recruitment staff educate students/families on importance/benefits of higher education, CSU system, requirements to be admissible to the CSU/CSUEB. Through school visits, presentations, advising and college fairs, recruiters impart the full scope of the college search process and important factors to consider for college access.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>This service is wholly responsible for recruiting fully admissible domestic CSU candidates who will be successful during the admission process and throughout their college career. Recruiters continue to provide support to students after they begin their career at East Bay, including but not limited to mentoring/assisting students to find the support they need to succeed.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></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>Action/Student Impact Areas</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>
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</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>The Enrollment Development Recruitment schedule serves roughly 15,000 students with personalized and ongoing counseling services. It is important to make a tremendous impact in the community by casting a wide net for prospects and providing consistent contact and admissions support. If this does not occur, the effects will be that of a significant drop in applications and enrollment.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>This service also supports students as they move into their career as a CSUEB students, which helps with student success and retention.</td>
</tr>
<tr>
<td>---</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>

**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>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>Outreach to students beyond the traditional pool of prospective students in order to increase academic quality. Recruiting qualified students ensures they will benefit from our academic programs, be engaged in learning and will contribute to the campus community and community at-large in a positive and meaningful way.</th>
</tr>
</thead>
<tbody>
<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>A rigorous recruitment schedule, focusing primarily on all of California, is planned every year, with a commitment to access and diversity while sharpening recruitment efforts. Recruitment staff is welcoming, inclusive, respectful and responsive to each and every prospective student.</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 way in which we outreach to students offers a student-first philosophy with very personalized attention to future CSUEB students. Recruitment staff provide clear and consistent messaging about CSUEB’s admission requirements.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Recruitment staff provide support to student life activities through orientation workshops and by leading and mentoring students in on-campus clubs and organizations.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Recruitment staff participate in sustainable activities such as the reuse of paper resources, limiting amount of transcript printing, encouraging online CSU Mentor application, and carpooling to staff events.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Recruitment staff support admissions by organizing and assisting in efficient transcript evaluations and admission decisions in addition to the primary college fair representation and pre-admission advising roles. All the while ensuring that campus colleagues are aware of updated admission policies.</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>Recruitment staff participate in civic, cultural and economic outreach initiatives within our local communities, such as Super Sunday activities, community health fairs and diversity fairs and PEMSA sponsored events, such as the Education Summits.</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>Staff serve as leaders by presenting at conferences and serving on boards and/or providing input for professional organizations.</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.

As student interest and enrollment needs continue to grow, so does the demand to increase recruitment activities in order to meet annual targets set forth by the CO. The demand requires us to modify recruitment schedule and further develop our range of outreach and recruitment services targeting prospective students that in turn increase the number of activities while bringing added visibility to the University and attention to our changing admission culture. Further, as the university seeks to shape its entering class and management enrollments within targets, recruitment must be coordinated with these goals, and with the colleges and departments seeking to increase their specific student enrollments.

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.

- Review quarterly data on types of recruitment activities that staff participate in within their territories. Our goal is to increase the types of recruitment activities offered, including those for early outreach groups, school counselors, veterans and other groups to accomplish initiatives set forth by the CSU.
- Use data collected on student admission and enrollment to effectively develop and plan the next year’s recruitment schedule.
- Track the number of pre-admission advising appointments provided by enrollment counselors, both on-site at schools and in the office. Ensure that support is provided to counselors as demand increases.

Link to Scoring Rubric

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

- Increased pre-admission advising services by growing the service areas that enrollment counselors are responsible for, resulting in an increase in on-site high school/community college recruitment.
- Hire Associate Director of Recruitment Initiatives to respond to increased demand of service and to provide support to enrollment counselors to help strategize high-quality service.
- Hire regional counselor to respond to increased demand/provide more consistent/focused services to prospective students in Southern California.

3) The entire team participates in annual staff development and training on campus departmental and program updates prior to the rigorous Fall recruitment and outreach schedule.

4) Implement data collection (Outreach report) that allows recruiters to closely track the progress of their schools and students through the entire application and admission process.

Link to Scoring Rubric

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.

- Utilize Skype appointments to allow counselors to meet with students while saving time.
- Cross train counselors to ensure they can provide support and information for students on other campus services such as Financial aid, accessibility services and academic plans.
- Provide high school and community college counselors with a way to gain pertinent admission related information in a timely manner and offer feedback and suggestions on services offered to their students by Cal State East Bay, e.g. revive counselor newsletter and creation of new counselor database system.

**Link to Scoring Rubric**

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.

- Fill existing and vacant enrollment counselor position that was lost due to budget cuts in 2010. This will allow us to refocus our energy on local territories that have been without a devoted counselor.
- Provide private spaces with closed doors for enrollment counselors to do pre-admission advising. Currently, most of our counselors have cubicle office spaces so privacy can be an issue.
- Update recruitment video that can be used at school site presentations/workshops/yield events. This marketing piece has always been a staple in our recruitment efforts, but due to budget we have not been able to update this critical piece.

**Link to Scoring Rubric**

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.

We currently have both formal and informal practices in place to gauge user satisfaction and guide the planning of future recruitment services.
- When this service is provided in conjunction with a PEMSA sponsored events, such as the Welcome Day and Preview Day, a survey is filled out by attendees, which we utilize to debrief and to plan future events.
- Counselors enter all events attended/services provided into our online quarterly report. Counselors list number of attendees and contact cards collected, and recommend if we should attend in future.
- Service users also take opportunities to provide informal feedback in the way of emailing or phoning counselors to thank them for the service provided. Often this feedback is forwarded to supervisors.

**Link to Scoring Rubric**

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.

Although a survey was conducted for "outreach and recruitment" services, it was not sent to students; and faculty and staff are not frequent users of our service. Therefore, we're not convinced that the results are helpful because they are not aware of the full scope of our services in order to comment. For example, both faculty and staff felt that recruitment was less important but higher quality than other PEMSA services.

**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.

Services provided within outreach and recruitment follow a culture of service in order to contribute to University efforts to enhance student success through effective pre-admission advising, presentations, workshops, college fairs and PEMSA sponsored admission events. Annual professional development is provided for all full time staff both at a CSU conference and within our own department to provide timely updates from CSUEB departments/programs to be fully prepared for the height of the recruitment
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.
- A key goal is to provide continual updates and training to ensure accuracy of information provided to prospective students about admission policies and procedures so students can be successful through the entire application/admission process.
- Counselors also assist admissions with partial and final transcript evaluations and each is given a caseload to complete by a designated deadline.
- Counselors track the success of their students/schools from application through enrollment. These practices ensure that our service is maintained at the highest quality.

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.
- This service follows similar goals to that of Admissions in that we too need to meet admission targets; applications received in order to increase overall new student population, high quality student enrollment, increase the number of admits/SIRs - in order to bring in a bigger incoming class.
- Every year we utilize data that is collected quarterly to assess the number of recruitment services being provided. This helps us evaluate and plan for the need/expansion of future services.

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.
356708

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.
40000

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.

Attach your allocated spreadsheet here.

Enr Development-Communications Allocations_092513.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.

- The enrollment counseling staff was reduced by one full time staff member to save money due to budget. - Additionally, a counselor was hired who resides in Southern California, to be able to meet the demand for recruitment services in that region but keep travel costs down. In the past, multiple recruiters from Northern California were sent to these events, incurring costs of plane, rental car, hotel and other travel costs.

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.

- Continue providing increased/high volume of services with the same staff.
- Increase the number of student ambassadors who are trained to represent CSUEB in the community. This will ensure the service as a whole can keep up with increasing demand while reserving their time to provide expert pre-admission advising to prospective students.

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.

- Fill enrollment counselor position to allow us to expand services to meet the high recruitment/admission demand without increasing an already rigorous workload and travel costs on current counseling staff.
- This will ensure more coverage in the local bay area and in areas where there is market growth.
- This will ensure higher quality services offered to students/parents/counselors and in a timely manner.

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.

- Increase productivity by increasing the number of Skype appointments. Our enrollment counselors will then be able to travel less and increase their time spent in local feeder schools for one-on-one pre-admission advising services.
- Evaluate time counselors spend travelling to local community colleges for on-site advising appointments, and determine if there are more advising sessions in one day, but a decrease in the number of times per month advising sessions are offered will provide
a cost benefit.

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.

Enrollment counseling staff participate in a variety of recruitment activities focusing primarily on high schools and community colleges. Data from 2011-2012 shows the following:
- 1,040 recruitment activities rendered, a 9% increase from 2010-11.
- And, preliminary data from 2012-13 shows participation in more than 1,200 recruitment events, or a 15% increase from last year.

2) Data shows a 31% increase in the total participation at recruitment events as compared to last year.

3) Participation in more than 200 College Fairs as part of Fall Inter-Segmental Coordinating Committee organized college fair schedule.

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.

Similar to PEMSA:
- International Admissions - pre-admission advising and transcript evaluation to prospective students.
- The Concord Campus - pre-admission advising and recruitment services to prospective students.
- EAP - Recruitment of new high school students and information awareness to high school counselors.
- Upward Bound and EOP - recruitment and pre-admission advising services to high school students.

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

We are the only department that provides comprehensive services to promote a college going culture and awareness of CSUEB in the community on a regular and on-going basis. Our recruiters build positive relationships with both schools and community based organizations to enhance the visibility of CSUEB and to provide pre-admission counseling and presentations for prospective students.

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.

Recruitment services provided are integral to the success of the University since our staff are often the first contact that a prospective student has with Cal State East Bay, or even with the concept that attending a 4 year university is indeed possible.