1. Support Services Report Template

Report Info

Name of the person completing this report: Amanda Segura
Title of the person completing this report: Director, Enrollment Development & Communications
Supervisor/dean reviewing report: Greg Smith
Name of second reviewer (if necessary): Linda Dalton
Service: Create and implement communications for prospective, new and continuing students
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: ADA compliance for persons with disabilities
Any other: Best practices, see below

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

Emails to persons who request contact include content relevant to type of student, consistency in sending frequency. For increased deliverability we use Cal State East Bay as Sender name; include Opt Out feature; only send Enrollment related messages. Phone calls follow mailing/invitation/event, should evoke action/dialogue/feeling that student has the support needed. Calls placed after 3pm, provide student/parent with contact information.

4. Importance of Service

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

Perform public relations services for CSUEB’s domestic undergraduate new, prospective and continuing student populations via web, postal mail, electronic mail and phone. Educate students and families on the benefits of attending CSUEB through various platforms; to attract and enroll new students and build prospect pool to keep in line with admission funnel, to help increase yield from applicants to admits to enrolled students and to help maintain continuing students. In addition to marketing CSUEB’s offerings and amenities, we also provide strategies for marketing specific programs and CSUEB happenings. We aim towards effectively communicating with students, families, staff and counselor colleagues about upcoming events, admission/records/financial aid information and statuses, and PEMSA policies and practices.

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></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>-Educate students/families of benefits of attending CSUEB through various platforms. - Attract new students/build prospect and admit pool to keep in line with admission funnel.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>-Inform continuing students of PEMSA policies and procedures. -Keep students informed of their enrollment and financial aid status. -Help advance students through the registration and graduation process and to help retain continuing students to advance them to graduation.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>N/A</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></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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</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
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<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>-Nearly 2 million personalized communications sent to students and families via phone, letter and e-mail. -This is a direct impact to the ongoing growth of enrollment. -We also support communications from other departments; such as the Office of the President, because our area has the ability to handle high volume of communications with quick turnaround time.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>-Half of all communications sent are directed at continuing students; particularly, reminders about fees, registration, graduation, financial aid, and other campus notifications.</td>
</tr>
</tbody>
</table>
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>-Highlighting CSUEB’s strengths and benefits. -Offering clear information regarding admission requirements. -Providing timely and accurate communications.</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>-Through direct mail print publications; Search brochure/student name purchase. -Invitations sent to students/families for Early Outreach and Veteran events. -All to maintain a commitment to access and diversity while sharpening new student recruitment and admission efforts.</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 lifelong learner</td>
<td>-Through direct mail print publications; Search brochure/student name purchase. -Invitations sent to students/families for Early Outreach and Recruitment events. -Clear, consistent and timely communication to students and families.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>-Print publications sent to prospective and new students/families to make them aware of our vibrant campus community that is welcoming and inclusive.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>-Use of social media and digital communications in lieu of paper and mail when possible.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>-Clear, consistent and timely information on admission policies and procedures to university and external community.</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>-Invitations sent to students/families for Early Outreach and Recruitment events. -Bringing CSU awareness to students/families through CSU College Corps grant program.</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>-Recruitment materials and presentations including new initiatives, such as emphasis on STEM programs.</td>
</tr>
</tbody>
</table>

2.5 How might the demand for this service change over the next five years? (Please choose one category below).

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

Likely to increase

As student interest and enrollment continue to grow, so do our communication efforts. Over the years, our prospect pool has grown significantly due to the increased recruitment and marketing efforts of the University. With a larger prospect and applicant pool, there will be a need for enhanced communication strategies to reach students especially as technology and social media continue to advance. Additionally, as our yield increases, more enrollment management tools are needed to reach CSU targets; therefore, increased communication with potential students and high school and community college counselors is required to keep students abreast of changing policies.
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.

- Accuracy and timeliness of communications sent and calls made to students; a 24-48 hour turnaround time.
- Fees paid, orientation sign-ups, etc.
- Web analytics (what was viewed the most/least).
- Overall perception of communications by internal and external audience members.

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

- Created new communication print pieces with the help of University Communications to further garner enrollment through postcard campaign; enrollment postcard, ELM/EPT postcard, SIR postcard, official yield communication.
- Developed an order tracking system for print orders because there are many stakeholders during the order process.
- Developed weekly benchmarks for student data entry process.
- Working towards implementing a new communication notification system to deliver effective and timely student notifications, including a new text messaging feature that we have not tapped in to until now; Blackboard Connect.

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 new student surveys, as done this past year with results from Entering Student Survey 2012. Students indicated that they did not receive "too much" messaging from us. With this information we can plan for more strategic and specific messaging campaigns.
- This will allow us to collaborate with University communications on building upon existing publications and modifying communication strategies to meet today's needs, such as social media.

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.

- Hire more staff; replace Communications Coordinator position. These tasks are now being shared by the Director and Fulfillment Coordinator. This will allow staff to re-focus their energies on priority tasks and allow a dedicated staff member to fulfill communication needs for the unit and troubleshoot when issues arise, therefore improving the quality of the job.
- Obtain more space on campus to house event supplies/print communications in one secure location as opposed to multiple locations. Due to the move to the SA bldg. and our high volume of materials/workload, we find that there is no single location that can accommodate our need so we're often juggling between different locations across campus and trying to keep our visible open workspace neat.
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.

I would like to use more reports and surveys facilitated by Planning & Institutional Research. For example, we were able to add a question regarding New Student Communication, to the Entering Student Survey 2012. Students indicated that they did not receive "too much" messaging from us. This kind of information is very helpful so that we may tailor and/or increase/decrease messaging based on student perception and responses. I'd like to further expand upon this survey or create a stand alone communication survey that can target current and/or new students.

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.

Service wasn't included in the survey.

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 PEMSA’s culture of service, we are committed to always providing a high level of service to the receivers of our service, but also to our campus community at large. Professional service is a high priority along with fostering a healthy and positive work environment to promote teamwork and advancement.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

No

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.

We don't have specific annual targets for quality of service; however, we do consider the timeliness of communications to our receivers to be an indicator of quality - specifically those who are inquiring about CSUEB for the first time and our response time by mail/e-mail. I hope to also incorporate annual surveys that would allow us to track the overall quality of communications by our receivers; prospects, new and continuing students.

Link to Scoring Rubric

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.

We don’t have specific annual targets for quantity of service for all areas within Communications; however, we do consider the following:

- Number of communications sent per year and by type (e-mail, letter and phone).
- Volume of returned mail.
- Volume of phone calls and e-mails received, and visitors at Welcome Center.
- Volume of calls for Admissions.
- Volume of applications and SIRs received, fees paid, orientation sign-ups, etc.
- Volume of phone calls and e-mails received, and visitors at Welcome Center.
- Number of student data entries processed.
- Number of students registered to attend outreach and recruitment events.

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.

281342

Attach your allocated spreadsheet here.

Enr Development-Communications Allocations_092513.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.

250570

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.

2271

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.

- Working in a more strategic manner with less staff.
- Utilizing printer warehouse storage because of the lack of space Fulfillment Center area and because of strict guidelines set forth by Receiving.
- Ordering smaller quantities more often because often our orders are often scrutinized by other departments because of the amount of space that we require and take up.
- Less postal mail and more e-mail and increase presence on social media platforms, allowing us to increase output.
- Working with University Communications on the arrival of new print software that will allow us to run print jobs in smaller quantities and on-demand in a timely manner, also allowing us to make quick and easy copy changes eliminating the hassle of PO process.

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 to utilize existing professional staff and hire more federal work study students to stay even with increase in services rendered; e.g., increase in People Soft letters, increase in prospect mailings, increase in event mailings.
- Continue utilizing printer warehouse services.
- Increase e-mail communications and utilize new text messaging feature with Blackboard Connect.
- Merging two areas that have student assistants with similar roles to help increase output.
- Purchasing technology that would allow students to take virtual tours and attend virtual presentations.

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.

- More storage space for mail generation and storing items.
- Acquire CSUEB electric cart to transport heavy and large volume of materials to/from buildings and events.

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.

- Working with University Communications on the arrival of new print software that will allow us to run print jobs in smaller quantities and on-demand in a timely manner, also allowing us to make quick and easy copy changes eliminating the hassle of PO process.

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.

In 2011-12, current and prospective students were sent e-mail and postal mail and received automated phone calls from PEMSA about important PEMSA related announcements and requirements. PEMSA sends many campus notices that originate from other divisions and offices of the University, including Student Financial Services, Concord campus, Student Life and Leadership, Housing, and Academic Programs and Graduate Studies.

- Over 2 million letters, emails and phone calls were generated.
- 40% being registration, fees and graduation related.
- 31% being admission and recruitment related.
- 23% being non-PEMSA related.
- 6% being financial aid related.

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 sends admission related communications to admitted international students.
- University Advancement uses social media to communicate to prospects/new/continuing students.
- Concord campus sends communications to prospective students/counselors inviting them to special events.
- Early Assessment Program Coordinator communicates to counselors/students about the EAP program/requirements/special events.
- Housing sends communications about housing application and contract deadlines to newly admitted students.

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

The Communications area coordinates closely with many other services within PEMSA; Undergraduate Domestic Admissions, Outreach & Recruitment, Admission & Recruitment Activities/Events, and Welcome Center. All are interrelated and designed to grow and cultivate enrollment for CSUEB. And, in some cases, Communications drives the process because we are constantly thinking of the student first and how will they react to a certain message. Additionally we try to develop communications based on application and major trends and where the demand lies, but also where we would like to increase demand. We have a student first philosophy; we are one of few universities that still personally calls students to remind them of upcoming deadlines. We have a very personalized approach.

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.

This service is ever changing to meet the needs and demands of prospective, new and current students, all while utilizing today’s technology to reinforce messaging.