

Update Questions for Sept. 1st action project updates to AQIP:

Action Project Title: One-Stop Service

Updated by: Beth Raffaelli

Date:

#1. Describe the past year's accomplishments and the current status of this Action Project.

Describe concrete achievements: meetings, data gathered and analyzed, plans made or implemented, changes in processes, and measured results. If you haven't made much progress, explain why you think things are moving slower than planned.

The activities for this action project to date have included the following:

- a. In summer 2007, a One-Stop Service Model Conference was attended by the VP of Enrollment Management, VP of Finance and the One-Stop Services Center Partner in Pittsburg, PA.
- b. In the late summer 2007 a group of staff visited Johnson County Community College in Kansas City to take a first-hand look at their One-Stop Service Model. This was a part of the research done to identify best practices. Staff that participated in this activity included the One-Stop Services Center Partner, Associate Director of Human Resources, One-Stop Service Student Support Representative, Finance Accounting Associate and the College Registrar.
- c. This committee worked with the architects to design the new One-Stop facilities at the West Bend Campus. From this input, the College also developed architectural bid specifications for the project in late 2007.
- d. A cross-functional project team was organized to develop the College's One-Stop Service model. The team consisted of members from Human Resources, Facilities, Finance, Support Professional Union, Student Services Management staff (Dean of Students, Registrar, Student Financials Partner and Project Manager), and support professional staff from each campus (West Bend, Beaver Dam, Fond du Lac)
- e. A plan was developed for the organizational structure and staffing requirements needed for the new model.
- f. Meetings took place with the College's phone system vendor/engineer to adapt the current system to accommodate the one-stop call centers on the three campuses.
- g. Meetings took place with the Support Professional Union Leadership to work on realigning staff into new roles within the One-Stop framework. This was an important effective step resulting in full support to slot staff into positions based on individual talent and skills to position requirements.

- h. New position descriptions were developed for all staff moving into the One-Stop service positions. Positions created were for Student Support Representatives (face-to-face customer service), Student Support Representatives—Call Center, Information Processor Level II (higher level critical thinking, problem solving, analysis, etc.) and Information Processor I (more routine processing functions).
- i. A number of Enrollment Management “all staff” meetings were held to share information and answer questions about the One-Stop model concept, plans and status reports.
- j. Information was posted for all staff regarding the One-Stop implementation on the College Intranet—Park Place
- k. Meetings were held with academic units to share information and answer questions about the One-Stop model concepts, plans and status reports.
- l. Individual meetings were scheduled on May 8-9, 2008, with all staff (36) directly impacted by the implementation of the One-Stop Service Model. In addition several small group meetings were held with individuals that were more indirectly impacted by this implementation. This involved 7 additional staff.
- m. An all staff e-mail communication was sent to inform all college personnel of the reorganization in Enrollment Management to incorporate the One-Stop Model in mid-July.
- n. Communication and training for the One-Stop services staff began in June and will be ongoing based on new technologies being implemented, process improvement, and changing needs of our customers.
- o. On July 14, 2008, staff took on their new roles within the One-Stop Model.
- p. On July 15, 2008, individuals at Beaver Dam and Fond du Lac were relocated to newly assigned work spaces.
- q. West Bend has been progressing on target with the move into the new facilities the week of September 22.

Current status: Staff assumed their new responsibilities and settled into their new work areas while doing job shadowing and attending training sessions. A new phone system was implemented spring 2009 to improve call flow and communications with customers.

#2. Describe how the institution involved people in work on this Action Project.

AQIP wants information about motivation and communication: how you kept this project on the institution’s priority list, how you maintained general awareness of the importance and progress of the project, and how you kept those working on it directly active and motivated.

This action project was supported by the Quality Council, College Planning and Leadership Team, President, Board, as well as various other staff, and it was identified as one of the College's focus strategies for 2007-08.

A cross-functional project team was organized to develop the College's One-Stop Service model. This team consisted of members from Human Resources, Facilities, Finance, the Support Professional Union, Student Services Management staff (Dean of Students, Registrar, Student Financials Partner and Project Manager), support professional staff that would be impacted by this new model from each campus (West Bend, Beaver Dam, Fond du Lac) and current students. The project team worked closely on the initiative and became the link for communicating the progress of the team to other College work-teams and to gain broader input on direction.

In addition, other individuals were invited to join the project team as appropriate. This included our internal Information Technology staff to help address computer and printer configuration requirements, external collaboration was necessary with architects to design and construct the facilities as well as phone vendors to ensure that the system could be configured for a call center and other phone alignments needed.

We also worked with our Organizational Development Office to assist in making arrangements for training facilities, registration processes, tracking and logging participation, etc.

#3. Describe your planned next steps for this Action Project.

Be specific about the next critical steps you are planning to move the Action Project ahead. If your planning is vague or there is no planning at this point, explain why.

The next steps include:

1. Remodeling of the Beaver Dam facilities during the Spring/Summer 2010 and Fond du Lac during Spring/Summer 2011.
2. Continue training staff to ensure they are able to serve customers in the manner expected.
3. Incorporate document imaging for improved communication and sharing of documents, as well as reducing storage needs and improve document security.
4. Continue to monitor and evaluate the effectiveness of the model within the MPTC environment and make adjustments as needed.

#4. Describe any "effective practice(s)" that resulted from your work on this Action Project.

Share practices (or processes, policies, procedures, or initiatives) that could be adopted or adapted at other institutions. AQIP is most interested in practices that would give value (better educational services, cost-savings, improved morale, more satisfied stakeholders, etc.) to another

institution if they copied your innovation. If you believe that your work on this project has little or no value for other institutions, explain why.

Conducting a mini-lean process in the early stages of the project highlighted some changes that could be made to eliminate non-essential/non-value added steps and to incorporate new value added steps in the registration area.

Working with the Support Staff Professional Union was instrumental in the success of the project. Having representation on the project team and bringing the union leadership in early to enhance their understanding of a one-stop model and philosophy as well as our goals to support the needs of students more effectively and efficiently was a key factor in the success of the implementation. Because of this, we were able to obtain unanimous support from the union membership to accept an MOU allowing us to place staff into new roles based on individual talents and skill set versus going through a layoff and bumping rights of members.

Due to the amount of communication and work done with the staff on this project, most of the staff have been supportive and fully engaged in meeting the needs of customers in this new environment.

Cross-training, job shadowing and system/process training are providing staff with professional development opportunities that enhance their skill set and can open doors to other growth opportunities in the future.

#5. What challenges, if any, are you still facing in regards to this Action Project?

This is an opportunity to get constructive, actionable feedback and advice from our review process. Use this question to specify where your blocks, gaps, sticking points, or problems are. If you have already fashioned strategies to deal with any challenge you face, share *both* the challenge *and* your strategy for meeting it.

Getting staff trained with the knowledge needed to perform at the level we expect in the future. An extensive training plan was developed for each staff member to assist with appropriate planning for training needs.

Not all staff within the new One-Stop Service environment embraced the changes. The One-Stop model has significantly changed processes and the way we conduct business. As we

continue to shape and learn, individuals are less stressed over the change. A new Student Administration Software System (Banner) was implemented at the same time as One-Stop and added additional challenges for staff. In addition, several vacancies created a heavier workload for some which impacted their training.

If enrollment staff on the three campuses were all located within a comparable one-stop facility, the College would experience additional efficiencies. Due to some facility limitations, not all staff on each campus is ideally located within the One-Stop facility at this time.