

STUDENT SUCCESS STAFF ENHANCEMENT & DEVELOPMENT STRATEGIES

What is currently being done at KU?

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Student Success Offices:

Academic Technology Services

- annual, all-day planning retreats for permanent staff
- individual staff members sent to programs conducted by Human Resources
- attendance at many of the training sessions offered by the Academic Computing Center
- one-on-one, new staff orientation to the computing environment supported by ATS
- group "refresher" sessions for departments on-demand
- a fall cookout mixer to welcome student employees back to KU, a late spring send-off mixer, a departmental Thanksgiving luncheon, and a permanent-staff summer mixer off campus
- participation in the recent Student Success workshops and TEAM Olympics
- enrollment in KU courses, often involving flexible work schedules—technical staff often take courses in specific application software - for example, 2 technicians audited a C++ programming course in fall 2003 and one is taking another SAS course this spring
- conference attendance, budget permitting

*Employees are strongly encouraged to identify opportunities for their own professional development, which are supported within the limits of our budget and workload.

Admissions & Scholarship Center

- In May, our office holds individual retreats for each area of the office: recruitment, processing, scholarships. Following these mini-retreats, an All Staff retreat is held. The purpose of the retreats is to evaluate what had been done the past year and plan for the next year. Goals and objectives are established.
- To assist with communication, our office holds monthly All Staff meetings. We alternate months where one month the meeting is in the a.m. and breakfast is served, the next month we have lunch and everyone brings something for the themed-luncheon - such as Soup and Sandwich, Italian, etc. In November we have a Thanksgiving dinner. In December, we have a holiday luncheon and a gift exchange. Just this year, at the monthly meetings, we started handing out "funny" awards for silly things that have happened to staff members. We also pass around a "Shining Star" award each week.
- Regarding professional development, Associate Directors and the Director are allowed to attend a national conference each year. Assistant Directors and Admissions Counselors can attend one state or regional conference each year. The Kansas Association for Collegiate Registrar and Admission Officers also hosts a workshop for classified staff members, and all classified staff members are encouraged to attend.
- Our office is also working with Big Brothers and Big Sisters. This is something that we offered to staff members where they could sign up to be a Big Brother or Big Sister to a student in grade school. If the staff member did volunteer and has been matched, they spend 30 minutes each week during recess with the student. The staff member does not need to take this as their lunch hour - it can be a part of their work day.

Center for Campus Life

Counseling and Psychological Services/ Career Counseling & Planning Service

- sponsor guest speakers who present to staff and/or trainees on topics of professional interest
- develop a cooperative relationship with the local community mental health center, and other related academic departments on campus (i.e.. Clinical Psychology, Social Welfare) which allows staff members to participate in professional development presentations/offerings which are sponsored by those entities
- appropriate a minimum of \$350 (annually) per senior staff member to supplement professional development/continuing education activities
- purchase educational materials (i.e.. tapes, reference books, journals), usually at the request of an individual staff member, for use within the center
- classified staff are encouraged to attend on-campus offerings by HR, the computing center, etc
- director meets with the classified staff once each semester to offer training related to CAPS policies and procedures as well as to address issues related to confidentiality, and professionalism in interactions with CAPS clients and other callers

Dean of Students

Freshman-Sophomore Advising Center

- On-going training at weekly staff meetings
- Participation/coordination at Advising Brown Bags
- Direct work with departments/schools as liaison
- Yearly retreats
- F.U.N. Committee
- Various office committees
- Weekly kudos
- Professional conference attendance when funding is available
- Encourage attendance at and presentations for conferences
- Support staff taking/teaching class

Hilltop Child Development Program

- Require full time teaching staff, assistant director, and director to have at least ten hours of in-service training each year to meet Health Department licensing requirements. Hilltop requires an additional five hours each year. We assist our staff with this by providing 8 to 10 hours of training in August when the center is closed for a week. New staff receive 5 to 6 hours of orientation and basic training as well. We also try to provide at least 2 or 3 hours of additional training during evening staff meetings that are held about every six weeks.

- Our staff also are able to use \$50.00 each for staff development purposes. This can pay for professional memberships, conference registration or resource materials. They are also given an extra personal leave day to attend training that happens on weekdays.
- We determine staff training needs through day-to-day observation, our family feedback collected each semester and our evaluation process which includes self evaluation and feedback from coworkers. An individual staff development plan is part of the annual evaluation for each staff person. We also ask staff for their input on topics they would like to have included

KU Memorial Unions

- Staff orientation for new employees each semester. We provide an hour session and information packet related to the unions overall. We are currently pursuing a videotape that can be used for in-between semester hires in conjunction with our written materials. Each department also has a specific training routine, variable in scope by unit.
- We send individuals to regional and national conferences and training seminars. Participation is generally determined by unit manager. We do some in-house training by unit.
- We have used local resources for special training across the organization. Most recently we have undertaken diversity training and customer service training utilizing presenters out of KU Human Resources. These sessions were well received.
- We are in the process of establishing a bi-weekly service excellence award. It will combine recognition elements with small award aspects. Winners will be nominated by staff, decided at a unit managers meeting.
- We do mid-year forums with staff to inform them of organizational developments. These last about an hour and half and involves a presentation my managers followed by a general Q&A.
- We do a mid-year managers planning twice a year for a half week.
- We generally do a holiday break and summer social event with our staffs.

Legal Services for Students

- Mandatory continuing legal education classes (14 hours/year) (These are sponsored by various legal associations such as the Kansas Bar Association, American Immigration Lawyers Association etc and are held locally, regionally & nationally.)
- Monthly criminal defense meetings with the local attorneys to learn & share strategy/knowledge for cases
- Monthly meetings with the Douglas county bar
- Occasional classes/speakers at the law school on relevant law topics such as legal ethics
- Human Resources Management & Leadership programs (example: Michele as associate director is attending the new performance appraisal forum; Lauren to assist her in advising/teaching the legal interns is attending the new art of coaching; Joni, our front line person, is attending the Customer Service; and I am attending the ethics in management forum. We try to each take one class every quarter.)

- We all take computer training when we can fit it in. example: learning PowerPoint, learning outlook tips, learning more word-processing tips. Each of us use these programs on a daily basis in this office
- We all take computer legal research training through Westlaw to keep current on those specialized skills
- We all take IRS computer and noncomputer tax training classes annually.
- I went to the recent presentation sponsored by the Registrar on FERPA.
- We have in-office "staff development" where we invite speakers (in parentheses) for the following topics:
 - workplace violence (HR)
 - customer service (HR)
 - immigration & special student status issues (ISSS)
 - communication with international students (Applied English Center)
 - learning to spot & how to make appropriate referrals to caps (CAPS)
 - mediation options (KU psychological clinic)
- We also try to attend evening student support office programs to support other offices' presentations, awards, etc.

KU's campus has a wide & diverse range of activities & opportunities for growth - these include supporting the fine arts, supporting the athletic dept teams, supporting the academic presentations, etc. As you can see, the list goes on & on. No one can attend every meeting & support every presentation. I can understand that for some professionals in the Student Life & Student Support offices, the Staff Development sessions are one of their main sources of professional development. Many of the programs, while interesting, are not always relevant to our everyday work and present a strain on our already limited time to see clients and supervise interns. As a director/manager & a leader, I encourage & trust my staff to choose opportunities that will allow them to better do their job and to grow in new areas.

Multicultural Affairs/Multicultural Resource Center

- Brown Bag Diversity Discussions are held in the fall semester on Wednesdays at noon. Audience members are encouraged to bring their lunch and listen to different speakers. Presenters are encouraged to be interactive in their material.

- Diversity Training Institute: An institute to provide KU faculty and staff with an intensive experience where they can focus on their own learning and development to increase their competencies in the area of multiculturalism. Held once each spring and fall semester and 2 sessions during the summer semester.
- Heritage Month/Week activities are coordinated for each heritage month/week celebrated on the KU campus (Women's History Month, African American History Month etc.). The MRC co-sponsors these programs with other university groups and organizations.
- Tunnel of Oppression Sponsored in the spring semester. An interactive program that is designed to provide participants with an in depth look at intolerance and oppression. Co-sponsored with other university organizations.
- In addition, for our own staff we hold a planning retreat at the end of the spring semester to start planning for the upcoming year; we hold another retreat at the beginning of the fall semester to finalize plans for the upcoming year and to introduce our new staff members. Lastly we do another retreat during the winter break that focuses on more fun and/or personal development issues (relaxation, feng shui etc.).

New Student Orientation

- Monetary help in covering national/regional conference expenses
- Yearly Summit held in the fall in which our office creates a timeline and discusses goals
- Friday Game Day Lunches to promote a fun work environment
- Encouragement to participate in professional development programs offered by other offices
- Diversity Retreat for our Orientation staff
- Intensive three-week training program for Orientation Assistants in which academic departments and other Student Success offices present relevant material

* NSO teams up with the Freshman-Sophomore Advising Center on other professional development programs.

Recreation Services

- We have had a staff retreat for many years that involves a day and 1/2 normally the first or second week of August. We have had different staff members facilitate, but one of the constant things we do is to have a theme, take it away from the office and try and acquaint ourselves with the Lawrence Community for example we also have a tour on the second afternoon such as the following: Tour of Hallmark Card Factory, Tour of Watkins Museum (happened to have the James Naismith Collection that time), Tour of the Reuter Organ Factory, Tour of Lawrence Parks and Recreation Facilities, Tour of Haskell, Tour of KUAC, Tour our colleagues at the KU Medical Center. Of course we always try and have a friendly game of golf or bowling to wind up our time together and then we have an evening dinner where we invite our spouses or a guest so that everyone can get a feel for our "family at work and home"; we have also had progressive breakfast's as a part of this retreat. We do get a lot of planning done, but most of our planning comes in March and April during our Budget process. These retreats, help with new staff orientation, old staff orientation and an appreciation for how Lawrence the community and Lawrence the University must work together to be successful.

- We have a student appreciation day on Stop Day every year, where we prepare food, have prizes and do activities for our student employees which have numbered up to 300+ some years. This is our way of giving back to our students.
- As a staff we committed to delivering Meals on Wheels each day of the week for a whole year. Some of us have continued independently of this. We were assigned Babcock Place on Massachusetts Street, and for example I had Tuesday's from 11:30-12:15. This was a very good staff/community service project
- We attend many local regional and national conferences in our particular field and are getting to the point where we are beginning to have In-Service where we don't have to leave but bring others to campus i.e. Service Technician Training for Fitness Equipment, Officials Workshops/Clinics for Sports BB FB; Certification programs for Fitness
- Our holiday time during December, we have Secret Santa's (includes our students as well); this is great fun; we give inexpensive treats for a week and then have a party and reveal our SS. We try and include our students in many of our staff development opportunities because it is important.
- Obviously, the TEAM Olympics activities in January (we have done this the past 6 years)
- We invite members of the university community to come and visit with us about timely topics, i.e. Jane Tuttle came last week to talk about Judicial Affairs, Student Rights and Responsibilities
- We have internal ladder tournaments going on amongst staff in Racquetball and other sports and fitness workouts. We try to learn as we play, so to speak! :)

* We really do a lot of things in this area, and I am a believer that these are good, really not time consuming, makes people think and become more creative and inclusive and know that work can be fun.

Services for Students with Disabilities & Student Development Center

- semi-annual retreats for planning, goal-setting, team-building
- staff participation in organization sponsored staff development opportunities, as well as those sponsored by other units--e.g. Adviser Brown Bag lunches
- participation in regional and national conferences has been supported by commitment of OOE \$\$ for travel and all staff do at least one such event per year, either presenting or attending

* It's my belief as a director that the latter is the most critical--a willingness to use budget to intentionally support staff who go "abroad" to expand horizons, share and learn.

Student Financial Aid

- Comprehensive initial staff training for all new permanent staff and all Student Peer Advisors. This involves training in federal, state and institutional financial aid program areas and associated regulations and policies.
- Weekly Financial Aid Advising training meetings to provide updates on processes and/or policies; training on what's coming up - such as bill training, etc.
- Weekly Administrative Team meetings which includes active participation from the Director, Assoc Directors, Asst Directors, Financial Aid Counselors and our Accountant. We review policies, proposals, planning, specific student situations, ways to improve processes and service to students.

- Monthly All Staff meetings (1 hr month) - train/inform all permanent staff on more global financial aid issues and pending changes.
- Administrative Team Annual Retreat (includes all members of wkly adm team). We meet for a day each year in November to plan for the upcoming awarding cycle and establish/revise office goals.
- I strongly encourage all permanent staff to participate in professional development opportunities on campus - including Student Success sessions, HR training, Computer Training, and participation in state association conferences & training events. We also have 2-4 staff members participate in annual regional conferences, US Dept of Ed Conferences and other financial-aid training opportunities as time & budget permit.

Student Health Services

- annual supervisors retreat—topic changes according to the upcoming year: teambuilding, customer service and communications
- new hire orientation
- customer Service Plan training
- invite Guest speakers regarding clinical issues, human resources, and safety

Student Housing

- Full or partial payment for the following is part of our staff enhancement and development efforts:
 1. Relevant State/Regional/National Conference attendance and participation;
 2. Relevant State/Regional Training Seminar attendance and participation (i.e., Novell Server Training Workshop; Boiler Technology Certification; etc.);
 3. Relevant local or day-trips providing informational or training programs for staff (i.e., HR training seminars at cost such as 4 Roles of Leadership, Self-Management, and 7 Habits of Effective Leadership; KHO; KARA; MoCPA; KCPA; ACS seminars; etc.);
- Dissemination of open invitations and encouragement of staff participation in programs and education offerings under the umbrella of Student Success (i.e., ETWRC, OMA & MRC, SSD, Writing Center, FSAC, brown bag lunches, Union sponsorship of "Freedom of Speech" program scheduled for 2/10/04, the "free" ACS and HR training seminars, diversity training opportunities, etc.);
- Routine routing of educational subscriptions and trade publications (i.e., The Chronicle of Higher Education; On-Campus Report; Kiplinger Letter; Journal of College and University Student Housing; ACUHO-I Talking Stick; other NACUFS, ACUHO-I, NASPA, APPA and ACPA national/regional publications; etc.);
- Selected article discussions at professional staff meetings;
- Each newly hired professional has a 2-3 week personalized training/orientation program dovetailed to their specific needs;
- Encouragement of committee participation within the department, the Office of Student Success, as well as at the University level;
- There is often a fine line between staff recognition and development. As one aspect of staff development, we routinely recognize and celebrate the hard work and accomplishments of members of our staff via our internal program as well as the University's Employee Recognition Program;

- Although some might disagree, routine staff meetings and in-service training (OTJ) at all levels have an educational/professional development component; and,
- Providing release time and encouraging staff to participate in the Wheat State Whirlwind Tour; Leadership Lawrence; be part of recruitment tours with Admissions staff to Omaha, St. Louis, Chicago, Tulsa, and other cities; etc.

University Career & Employment Services

- University Career and Employment staff participated in professional development activities during the past year (FY03) involving 651 hours of education or training in 154 different programs or conferences.
- Classified staff participated in 31 programs for a total of 68 hours, with the majority of those being courses or workshops offered through the university. One of the goals of the office is to improve technical competence, customer service, and current programs.
- Professional development activities included workshops and programs offered by Student Affairs, the Computing Center, Human Resources, and academic/administrative units on campus. A limited few were programs sponsored by state and regional associations.
- In addition to attendance at professional development activities offered on campus, UCES arranged its own professional development programs, including a divisional retreat in June 2003.
- In addition, staff attended several conferences during the year that not only involved professional development programs but also offered the opportunity to enhance relationships with employers and other career service professionals across the country. Conferences attended included the Rocky Mountain Association of Colleges and Employers, Southwest Association of Colleges and Employers, Midwest Association of Colleges and Employers, Kansas Association of Colleges and Employers, American Association for Employment in Education, Midwest Cooperative Experiential Internship Association, Recruiting Trends Conference, eRecruiting Training, and The Big 12 Career Services Directors' meeting.
- UCES staff completed orientation for our two new graduate assistants over a two day period in August 2003. This involved group presentations as well as individual meetings with the new staff. New student assistants are provided individual training from staff and other student assistants during the first week of employment.

University Registrar

- routine staff meetings that are agenda driven
- an annual retreat to address specific issues that are derived from the staff meetings and the office goals and objectives
- year-end gift to the office based on feedback from the office staff (myself, the Associate and the Assistant Director went in together to hire a physical therapist to come in and give people 10 minute head and shoulder massages due to the stress level of undergoing conversion)

Writing Center

- Writing Consultant Retreats: twice yearly (August and January) day long events to bring new and returning student writing consultants together. An activity-based learning program is designed to provide orientation to the services and promote creative new ideas for our work.
- Providing opportunity and funding when possible for our writing consultants (students) to attend writing center related and other academic conferences. At least once a year the student writing consultants have an opportunity to present research at a national conference. In past years we have taken groups to these conferences, following several months of mentoring and preparing them for the presentation.
- Ongoing staff education: We have bi-weekly meetings (practicum) with our student writing consultants and office assistants (usually with food) to discuss issues surrounding writing consulting theory and practice and other student support issues (like customer service). We often schedule guest speakers from programs and departments, such as Services for Students With Disabilities or the Applied English Center, for example.
- End of semester social events: We gather as a group at the end of each semester to have dinner and participate in fun activities (like creating poems for one another, secret pal gift exchanges, karaoke, laui etc.).
- Both our professional staff and our student staff are encouraged to get involved with campus-wide events offered by Student Success (Team Olympics, brown bags, etc), CTE, libraries, and to take courses through continuing education or Academic Computing. For example, several of our student employees will present at the diversity conference; many of our students have become Orientation Assistants for New Student Orientation, and many are involved with the Center for Campus Life.

Departments on Campus Currently Offering Development and Enhancement Services to Students, Faculty, and Staff:

Career & Employment Services: www.ku.edu/~uces/employer/index.shtml

“Information for Employers on the search and hiring processes.”

Center for Teaching Excellence: www.ku.edu/~cte/programs/index.html

“The Center for Teaching Excellence offers a number of programs that promote the scholarship of teaching.”

Continuing Education: www.kuce.org/pmc/index.lasso

“The KU Public Management Center, in cooperation with KU's prestigious MPA program, presents a new management development system designed for every level of your organization.”

Counseling and Psychology Services: www.caps.ku.edu/counseling

“CAPS staff is also available for consultation to students who may have concerns about another student or friend, or about a particular situation. CAPS staff members are also available to consult with faculty and staff regarding such issues.”

Emily Taylor Women' Resource Center: www.ukans.edu/~etwrc/aboutcenter.html#programs

“The Emily Taylor Women's Resource Center provides information, resources, and assistance on women's and gender-related issues. Services and programs provided by the Center are focused on the needs of KU students. We are pleased, however, to also provide information, consultation and resources to faculty, staff, and community members by request.”

Hilltop Child Development Center: www.ku.edu/~hilltop

“Hilltop uses a developmental approach to program planning. We emphasize pre-academics as well as social, emotional, and physical development. Our primary goal is to provide warm and loving care while simultaneously offering a stimulating and educational curriculum. Priority to University of Kansas students, staff, and faculty.”

Human Resources: www.ku.edu/%7Ekuhr/faculty_staff/profdev/index.shtml

“Professional Development Programs for Faculty and Staff”

KU Center for Research: www.research.ku.edu/kucr/events/workshp.shtml

“workshops on a variety of topics, including KUCR policies and procedures, grant proposal writing, and issues in externally funded research. Contact: Bill Sharp (785) 864-7430 or bsharp@ku.edu”

Libraries: www2.lib.ku.edu/~instruction

“The Libraries Instruction Program offers a variety of educational opportunities designed to help students, faculty, staff, and guests take advantage of the many information resources available through the University Libraries.”

Recreation Services: www.ku.edu/~reccserv

“Recreations Services' Faculty and Staff Programs & Memberships”

Watkins Memorial Health Services: www.ku.edu/~shs/ku_staff.shtml

“Although Watkins Memorial Health Center is predominately a student health service, employees of The University of Kansas are entitled to use the following selected services: Pharmacy, Physical Therapy, Laboratory, Radiology, Allergy Injections, and Travel Clinic.”

Writing Center: www.writing.ku.edu

“KU students, faculty, and staff from any major or department across the campus are welcome to write with us. We offer personal consultations or specialized departmental training on personal and professional writing, such as resumes, cover letters, and grant applications.”