
2013 Program Review

Western Carolina University
OneStop Student Service Center

132B Killian Annex, Cullowhee, NC 28723
828-227-2582

Executive Summary

Western Carolina University's OneStop was developed to reduce the runaround that often resulted when students would try to conduct university business. After research and recommendations, the areas that were brought together under one roof, for the convenience of the students, were Financial Aid, Student Accounts, the Registrar's Office, and the Cat Card Office. Other student services like Advising, Career Services, Student Support/Disability Services, and Orientation were also located in the same building. Later, the OneStop picked up other student-related duties from Parking Services, Residential Living, and Health Services.

In staying with the University's Mission, the OneStop helps students to put less time and effort into their university business and allows them to focus more on engaging in school activities and studies. This theoretically increases satisfaction, success, and retains students at higher levels. Students seem to enjoy coming in and doing business in person for a variety of reasons (prompt, friendly service, handing in paperwork face to face, etc). The OneStop is able to resolve about 87% of all walk-in issues, instilling confidence in their customers, perhaps making it more attractive to come in rather than call. This and other reasons may be responsible for the gradual increase in walk-in numbers over the last several years. Calling the OneStop has been increasingly less popular over the last few years, perhaps because of the complication of the phone system, the need for increased FERPA security, or other reasons.

The OneStop is somewhat unique in that no other North Carolina university has one quite like ours. Some of our peer institutions have their own versions that bring different components together, according to what seems to work best for that institution. We anticipate the upcoming review process will take a look at our practices to see if what we doing is truly the most efficacious for us.

Given our relatively short history, Western Carolina University's OneStop has experienced successes as well as challenges. It has taken some time and many different staffing configurations to come up with the current formula that seems to work quite well. However, success is relative and may be measured in many ways. Currently success is measured by the number of customers served and by how many do not need to be referred to other offices. Perhaps a better means of measuring success would be to determine the satisfaction of our

customers. Though this has been on our radar for some time, implementing it has proven to be more difficult. Perhaps this, as well as other ways to determine our success rate will come out of this review.

It is fortunate that the program Western Carolina University's OneStop decided to emulate would be conducting our program review several years later. This is a great opportunity to have the University of Minnesota and Julie Selander here offering suggestions on how to make our OneStop even better and more successful. It could be a chance to make Western Carolina University's OneStop be among the leaders in this type of student service model not only in North Carolina but in the nation as well.

History and Description of Unit

Primary Purpose

The Western Carolina University OneStop Student Service Center provides a central location to promote academic success, increase retention, decrease time toward graduation, and improve the overall educational experience of its students. The purpose of the OneStop is to combine and make accessible in one location, multiple student services and work in coordination with the main offices that provide these services to offer prompt and courteous resolution for students seeking assistance with personal and/or academic concerns.

Key Functions

General Functions: These functions include providing customer service to the general public through telephone and walk-in contact regarding virtually any student-related area. These areas include but are not limited to Admissions, Advising, Parking Services, Residential Living, events, directions, transportation, and general services.

Student Accounts Functions: Key among these functions are taking payments on accounts for tuition/fees and fines, adding Cat Cash or declining balance points, transferring meal points, giving out emergency loans, and discussing account information with parents and students.

Financial Aid Functions: These functions include collecting paperwork, evaluating accounts for missing information, and informing students/parents of their processing status.

Registrar Functions: We collect and evaluate the accuracy of paperwork for the Registrar's Office. This includes course withdrawals, transcript requests, enrollment verification, grade replacements, course overloads, etc. We also enter registration permit overrides for grade replacement forms. The OneStop will discuss FERPA-protected information with students/parents with an approved security code. Honors cords are also handed out to deserving students before graduation.

Cat Card Functions: OneStop makes student Cat Cards and troubleshoots access or usage problems with the cards.

OneStop Goals

- Provide Prompt & Courteous Service to Students
- Promote Academic Success
- Improve the Overall Education Experience for Students

OneStop History

The idea of the OneStop began in 1998 after a consulting group made some recommendations about improving retention and admission policies. It was stated that “*Too many processes require the student to walk from office to office or to make multiple telephone calls to find the answer to a specific problem. There needs to be a "one-stop shopping" approach to solving problems.*” A task force on retention was formed and on May 1999 addressed these issues. It took the suggestions from the consulting group and began to develop their concept of a “student help center.” The task force researched options of existing OneStop Centers, including Brigham Young University and Lake Michigan College, before deciding that the University of Minnesota’s model of services closely matched the ideas that they had. After several years of planning and preparation for the OneStop, the service center opened on February 14th, 2005. The Enrollment Management Division reorganized to include several of the offices in one building. These offices were the very foundation of student services (Financial Aid, Student Accounts, Registrar, Cat Card Office, the Advising Center, Student Support Services, Orientation, and Career Services) and the OneStop was the hub of general student access and activity. At that time, the structure of the OneStop staff included an Associate Director, two Student Services Assistants (not requiring college degrees) and student workers. The OneStop had three service areas: the Counter, the Virtual OneStop, and the Call Center. The Counter was much like a bank with tellers tending to walk-in customers. The Call Center was staffed with student workers and supervised by the Director, handling calls that came into the university over three phone lines. The general university phone number was soon discontinued and the OneStop took over calls of a general nature. The Virtual OneStop allowed students to go online to self service needs they may have, such as making credit card payments or checking financial aid status.

By spring of the following year, the Director of Advising required Advising Center staff to be crossed trained so they could help provide coverage/relief for the counter staff. Other than the counter coverage, Advisors would also receive transferred calls from the student workers from our Call Center who needed assistance with incoming calls. The Advisors were not adequately

trained to handle more specific calls involving financial aid or student accounts. This in turn, caused advisors to have to put the caller on hold and get an additional staff member on the line to help answer these questions. This process was not timely or efficient and generated many customer complaints. Staff reported how this process caused stress, apprehension and feelings of inadequacy. This resulted in absenteeism, poor coverage, and inefficiency. Customer service suffered as a result. Advisors were taken out of the OneStop staffing patterns and more OneStop staff was eventually hired for adequate Counter and Call Center coverage. Soon the OneStop had a total of three full time Counter staff (plus one temporary position to assist with walk-ins), two full-time Call Center staff, the Associate Director, and student workers. Through attrition, the OneStop lost staff and in some cases was not able to rehire due to budget limitations. The Call Center was brought behind the Counter and once again staffed with student workers who were able to be more closely supervised by professional Counter staff.

Currently the OneStop has two OneStop Advisors (requiring a Master's Degree), the Associate Director and student workers. The advisors and director primarily handle walk-in customers at the Counter. The phone system queue is manned by two student workers at a time, handling general calls coming into the university. These phones are within the confines of the OneStop. The OneStop Advisors and the Associate Director assist student workers with handling more complex calls. Callers can also choose between general information and financial aid in the phone system. If choosing the former, calls can be rerouted to the appropriate areas. Our service areas still consist of three main components: the Counter, the Call Center, and the Virtual OneStop that allows the student to go online and perform many functions that can also be handled in person.

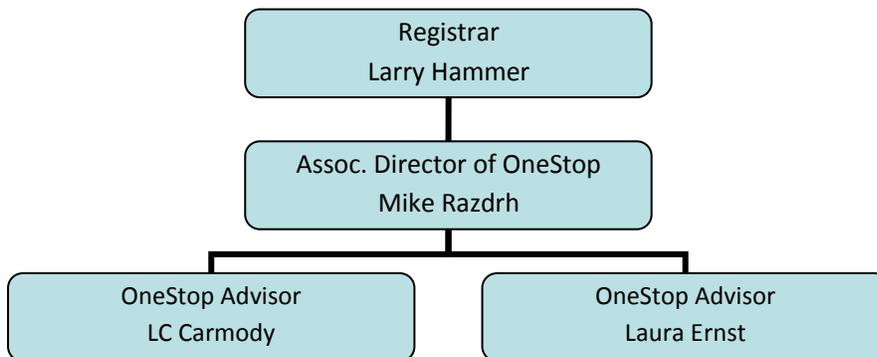
Unit Structure & Organizational Situation

The OneStop is located on the ground floor of the Killian Annex. Also located in the Killian Annex are other key student service areas such as Registrar, Financial Aid, Student Accounts, etc. For this reason, the building is also referred to as the "OneStop."

From 2005 until 2012 the OneStop was supervised by the Senior Associate Vice Chancellor of Academic Affairs within an Enrollment Management model. Also under his supervision were the other offices in the building (Please see Appendix A). With his retirement in summer of 2011, a transition began and certain offices changed divisions and also supervisors. Financial Aid and Orientation changed reporting lines to Student Affairs Division. Student Accounts changed

reporting lines to the Division of Administration and Finance. OneStop, Disability Services, and Student Support Services are currently reporting to the Registrar. The Registrar's Office is under the Associate Provost. Advising, Academic Success, and Career Services are under the Associate VC for Undergraduate Studies. OneStop, Disability Services, Student Support Services, Registrar, Advising, Academic Success, and Career Services are all in the Division of Academic Affairs; however, there are further changes coming that will establish a new division within the Provost's Office called Division of Student Success. It will include First Year Experience, Undergraduate Advising, the Registrar's Office, the Writing and Learning Center (WalC), the Math Tutoring Center, Disability Services, Summer School, and the OneStop.

Organizational Chart



*For future organizational chart of the new Division of Student Success see Appendix B

Primary Employee Duties

- Larry Hammer
 - Supervises Associate Director on the general operations of the OneStop
- Mike Razdrh
 - Oversees the specific operations of the OneStop
 - Supervises staff and student workers
 - Represents OneStop at meetings and various functions
 - Performs customer service functions at the OneStop Counter
- LC Carmody
 - Assists Director with student workers and other functions during his absence
 - Performs customer service functions at the OneStop Counter

- Laura Ernst
 - Performs customer service functions at the OneStop Counter
 - Initiates requisition process and orders and maintains office supplies

Primary Employee Curriculum Vitae

Please see Appendix C

Alignment with WCU Mission, Vision, & Values

Unit Mission Alignment with University Mission

WCU Mission Statement

Western Carolina University creates engaged learning opportunities that incorporate teaching, research and service through residential, distance education and international experiences. The university focuses its academic programs, educational outreach, research and creative activities, and cultural activities to improve individual lives and enhance economic and community development in the region, state and nation.

OneStop supports the University mission statement and 2020 Strategic Plan by providing students with opportunities to become involved in some of the business aspects of handling their educations. Not only does the OneStop assist in this process, the staff also takes advantage of possible learning situations and educates students on how various processes work. Handling business at the OneStop allows more time to pursue school functions and activities. It also enables them to understand business processes better so they are able to function at a higher level in society, thus improving their lives. They can participate in and create opportunities to improve the world they live in with the knowledge, skills, and abilities that they acquire. On a smaller scale, the OneStop assists those students that are employed within the OneStop to utilize workplace skills and tools to help them gain confidence and a sense of readiness for their professional and personal lives.

Unit Purpose Change Over Past 5 Years

Though the structure and staffing has changed in the past five years, the purpose of the unit remains the same. Our purpose is to provide students the confidence and convenience of resolving as many of their student-related issues without having to go to several venues.

Expected Unit Purpose Changes Over Next 5 Years

In the future, there may be changes in regards to the evolution of specific delivery of online services, streamlining of processes, etc. The OneStop will remain aware of ways that it may better serve the university community as a whole. This may require individual education of departments, offices, etc to inform them more fully about the services that OneStop provides.

However, the overall purpose and goals of the unit will remain the same; provide the best possible customer service in one place.

Demand for the Program

Key Users / Participants

Students are the key users of our services. Parents and other family members are also active users. Potential students, guests, faculty, and staff also utilize the OneStop.

Identifying & Measuring Demand for Programs & Services

This was initially done on a trial and error basis. We opened the unit expecting business in specified areas, such as Financial Aid, Student Accounts, Cat Card Office, and Registrar's Office. As specific demands arose, training and additions of services quickly followed. The OneStop also conducts monthly meetings with all involved offices and departments to assess any specific needs and to assure adequate coverage. Through our evolution, patterns in demand have become apparent and are visible through the provided graphs and charts (Please See Appendix D for OneStop utilization data). As of the past three or four years more consistent patterns are apparent. It can be determined that spring typically sees more walk-ins than summer or fall whereas summer usually gets more phone call traffic. For the same time frame, there has been a decline in phone calls received and an increase in walk-ins. There could be many reasons for these trends. In the summer there are less students on campus, therefore calls are more practical. Since walk-ins are higher in spring, it may be that students have more confidence and comfort to come in to take care of business than in the fall. There may be more payments and other issues that require paperwork being handed in spring (withdrawals, transcript requests, etc) associated with students "wrapping things up" before they leave school for the summer. Other speculation may also be found in Appendix D, sheet 5. Another example is at the beginning of the term when there is a need for assistance with Parking Services and Residential Living. Therefore, we have additional staff available to handle those needs. Records are also kept throughout the year on the volume of customers and the types of services received. This assists the director in determining changes and impacts on OneStop services.

Interactions with Other Units on Campus

The OneStop interacts mainly with 4 other units. These include Registrar's Office, Cat Card Office, Financial Aid Office, and Student Accounts Office. We provide these offices with front line customer service that enables them to do processing of paperwork and procedures. For

example, the OneStop changes meal plans, accepts payments, accepts and reviews correctness of paperwork, and gives student's status on their financial aid and student accounts. It is essential that the OneStop have a very close working relationship with all associated units. This is to assure that proper knowledge and training occurs so that customer questions are correctly handled. One way that this takes place is through the OneStop Coordination Meeting that occurs each month. At this meeting, involved units gather to discuss and disseminate information so that all involved parties can stay up-to-date with the latest and most accurate ways to handle customers and situations.

The OneStop also handles customer service for other units. Though the OneStop cannot resolve every issue, it will attempt to assist or refer anyone that comes to it. This includes but is not limited to Residential Living, Health Services, Bookstore, Parking Services, Career Services, Advising Center, Orientation, and others. If the OneStop is unable to assist customers, then the OneStop will refer them to the appropriate unit.

Other Units on Campus Providing Related Programs & Services

Other units that provide similar services to the OneStop are the ones listed above that we interact with. The reason the OneStop was created was to reduce the need for students to have to go to multiple locations on campus to resolve issues. Therefore, the OneStop provides many services that can also be conducted by the offices/departments that we work closely with. The OneStop acts as these offices' triage; to assess a problem, resolve it, or refer it to the necessary office to gain more in depth understanding.

Unique Contributions

OneStop is a one of a kind service provided on campus. Though its functions duplicate what is offered by other offices, no other office combines the collection of services and provides the customer service that is found at the OneStop. Simply put, the OneStop is centrally located, prompt, courteous, and efficient.

Quality

Identifying & Measuring Quality of Programs & Services

The OneStop has relied heavily on the feedback of students, parents, faculty/staff, etc., to determine when changes or adjustments are needed. These changes may be discussed among the involved offices before being initiated; however, many occur at the point of delivery. To this point we have not developed a sufficient way to assess the success of the services provided by the OneStop. The idea of surveys or suggestion boxes have been considered, but never instituted. Recently, Western Carolina's IT Division helped to develop a tool to measure the number of people that the OneStop sees, what the customer's area of concern is, and whether their issue was resolved or referred to another office. This has been in place since June 1st, 2012. To date, the OneStop resolves over 87% of the issues presented. This is to say that only 13% of issues brought to the counter of the OneStop have to be referred to another office to obtain answers that the OneStop wasn't able to provide.

Using Results of Quality Assessments to Improve Programs & Services

Since we do not have a formal assessment tool in place, our means of making changes and improvements relies on the feedback of the university community. This would include faculty, staff, students, and parents that utilize the system and supply the unit with feedback. This may involve negative feedback about processes or procedures, such as the inefficiencies of our current phone system. This information is then taken into consideration and may be brought up to other units that would be impacted. For example, distance students recently raised concerns that they could not get a financial aid advance because they would have to travel too far to the school to get it. This process was presented to the Student Accounts office and a new means of operating was adapted to accommodate these students. These students are now able to pick up such an advance at the new Biltmore Park facility through the coordination of several offices.

Major Accomplishments of the Unit over the Past 5 Years

Despite changes of procedure and staffing patterns, budget cuts, organizational reorganizations, and enrollment growth, the OneStop has served the university population since 2005. We have operated within our budgetary limits and have assisted over a quarter of a million customers.

Cost Effectiveness

Identifying & Measuring Cost Effectiveness

The OneStop has a modest operating budget to cover supplies, printing, and some contracted services. We also receive assistance for large, one-time items outside of our budgetary limits from other departments. The OneStop helps take the front line pressure off of many offices. Therefore, it produces enough cost savings in employee salaries and production to sufficiently run the OneStop operations. However, there has not been a mechanism in place to this point to formally measure the cost effectiveness of our operations.

Itemized Expenses

Below is a list of our operating budget for the last 3 years. Please note that since we are currently in the 2012-13 budget cycle, some figures are less in these sections (*as of 4-15-13). The Longevity section doesn't apply for EPA employees and is not utilized by the OneStop**. Paws Print costs started in 2011-12.

OneStop Expenses		2010 - 2011	2011 - 2012	2012 - 2013
Acct Code	Description	Amount	Amount	Amount
111010	EPA Salaries	113,155.00	113,155.00	87,009.71*
146010	Longevity**	1,123.00	1,123.00	1,123.00
2100BP	Contracted Services	1,428.15	540.00	540.00
2300BP	Repairs, Printing, Reg. Fees, etc.	-	2,203.88	1078.72*
3000BP	Supplies	567.83	366.77	379.45*
4000BP	Equipment	-	-	-
5000BP	Other Expenses	-	-	-
Totals		116,273.98	117,388.65	90113.08*
<i>Currently Student wages are paid out of Enrollment Management Budget</i>				
135050	Student Wages	26,722.39	28,545.70	24,368.64*

Opportunity Analysis

Enhancing Programs & Services

As changes occur within the university, so must changes occur within the individual units; this is also the case for the OneStop. Enhancements must take place to keep up with the demands of the customer and with technology improvements. If this doesn't occur, the edge for excellent customer service is lost. The following are some examples of how the OneStop services can currently be enhanced.

- **Improve/update the phone system:** Currently we have received complaints about people getting caught or lost in the phone system queue. Our goal would be to shorten the time a person spends in the queue and allow them to talk to a person more quickly so they can be more accurately directed to their destination.
- **Increased staffing during high volume times:** Additional staffing during our busiest times would insure that customer service doesn't suffer. At times in the semester, such as the opening of the semester, wait time can be lengthy. The goal would be eliminating or shortening any lines to be able to conduct successful business in a timely manner.
- **Customer service training:** There are consistently cutting edge ways to service customers, including new online technologies. Providing increased customer service training would help provide better ways to accommodate our customers and should thereby improve satisfaction. Of course this requires funds and budget cuts or lack of funds could reduce the feasibility of obtaining training from sources outside the university. In addition to this training, it might be helpful to visit other University OneStops to see what services they have to offer and possibly incorporate some useful aspects to our current structure.
- **Institute an accurate tool to assess the quality and accuracy of service:** It is difficult to determine the needs of your customers and the success of your unit without a formal tool.
- **Receive accurate communication about services and events around the university on an ongoing basis:** A unit can only be as good as the information it receives. If it is not timely or accurate, it can cause problems. Therefore, it would be beneficial to have a more routine method to obtain accurate and updated information. This is done now by having a monthly OneStop coordination meeting. Further involvement may include the OneStop to other academic department meetings as well as including coordination of the new units of the Division of Student Success.

- **Increased budget to allow updating of computers, security system, equipment, etc.:** An increased budget in these areas is essential to improving and enhancing our program/unit. Additionally, should any of these units fail before replacement can be made, customer service will suffer.
- **Improve the web site and the online self service application:** These types of improvements would give customers more options of doing business without having to physically come in. Some student requests for online options include the ability to access a transcript online and change a meal plan online.
- **Consistent staff uniforms:** In order to present a unified and recognized appearance to the university population, staff uniforms (i.e. polo's and khakis) would be a nice touch.

Impact of Other Unit's Activities on Unit

Lack of communication is the biggest problem that affects the OneStop. When other units change procedures that impact students and don't inform the OneStop, this creates problems for the OneStop's ability to perform the best customer service possible. It's possible that incorrect information can be given to students and/or they may be directed to the wrong place. This reduces efficiency and creates frustration on the part of customers and staff. During busier times, other units may also request assistance from the OneStop (i.e. mailing letters, covering phones, etc) which adds an additional work load to the OneStop staff.

Other units also contribute positively to the success of the OneStop. During fall opening, our busiest time of the year, many units assist the OneStop by providing additional staff to the counter to handle the heavier influx of student traffic. Parking Services and Residential Living are two examples of offices that lend staff assistance. Without this help, the OneStop would easily be overwhelmed and customer service would suffer.

Programs & Services Outside Scope

As mentioned previously, most of the services that are provided by the OneStop are duplicated services of other units on campus. However, all these services brought together in one location offers convenience and efficiency to the university community as well as time and cost saving to the units they represent. Given our mission, it doesn't appear that the OneStop provides any services outside of the scope of our primary purpose.

Similar & Peer Institution Activity

Western Carolina University is unique in the fact that no other UNC system school has a OneStop that serves its population in a similar manner. UNC-Charlotte has a virtual OneStop that allows student self service through the web. East Carolina University has a web page that they call their OneStop. It has limited services such as Academic Planning, Graduation and Commencement, and Security and Transportation for non students. Students at this University have more services available to them by logging in.

In regards to our peer institutions, it would appear that none of them have a OneStop like Western Carolina University. Every institution has their own collection of services that work well for them and Western is no exception. Several institutions have a collection of student services that may be run by a different department, office, or division. Some examples follow:

- Student Services at California State at Fresno offers “Pathways,” a variety of resources and services tailored to address the individual needs of all students in the Lyles College of Engineering. These services include coaching, tutoring, speakers, and field trips.
- California University of Pennsylvania’s Student Affairs Division has The Elmo Natali Student Center's Information Center which offers a wide variety of services for students, faculty, staff, and the general public. It provides postage sales, notary services, event tickets, copy and fax service and the Cal Card. The center houses several dining facilities, campus offices, and the bookstore.
- University of Central Missouri’s Summit Center has a full time Student Services Coordinator that assists current and prospective students with issues involving enrollment, admissions, advising, transfer assistance, etc.
- Salisbury University’s Perdue School of Business provides academic advising, curriculum information, etc., and serves as a point of contact for students with questions about the program.
- Sam Houston State’s Department of Student Services offers many student services through separate offices. Their Lowman Student Center houses the bookstore, dining facilities, an art center, computer stations, and copying and notary services.
- Winona State offers the Student Resource Center that is staffed entirely by students. Some of the services that they assist with are: registration help, providing forms, making copies, instructor information, and cashing checks. Also, in the Kryzsko Commons

students have access to dining options, the bookstore, Housing and Residential Life, and other services within that same building.

It would be difficult to determine what kind of services our OneStop would want to add based on other institutions, especially without seeing or experiencing it to determine if those services would “fit” our institution. Because all institutions have different models, different student needs/services, locations, etc., there would be a need to cater to the specifics of your university (as evidenced by the above listed schools). Though Western Carolina modeled its OneStop after the University of Minnesota, there are some minor differences between the two schools’ OneStops. In addition to Financial Aid, Student Account, and Registrar Office functions, we have added our Cat Card Office and some parking service functions.

Additional Cost Saving Opportunities

To determine this, the OneStop would have to take a closer look at its expenditures (which at this time may come from several different funding sources), determine what the actual cost is to run the service, and see if cost effective procedures can be initiated to reduce expense.

External Funding Opportunities

Outside funding has not been explored and there is no awareness of these types of opportunities. Should possibilities arise, The OneStop would investigate these avenues.

Making the Program Exemplary

The OneStop could truly become an outstanding program by addressing the issues mentioned in the “Enhancing Programs and Services” section.

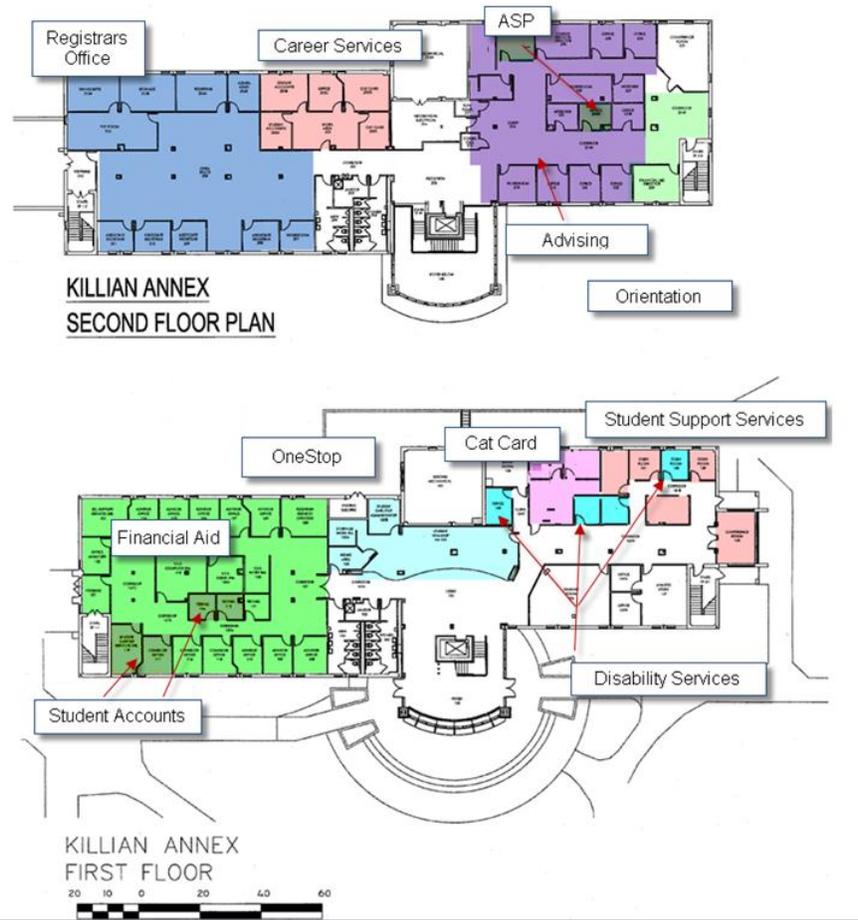
Appendixes

- A - Offices and Building Floor Plan
- B - Organizational Chart – Student Success Division
- C - Staff Vitas
- D - Utilization Data

Appendix A

Offices Occupying Killian Annex

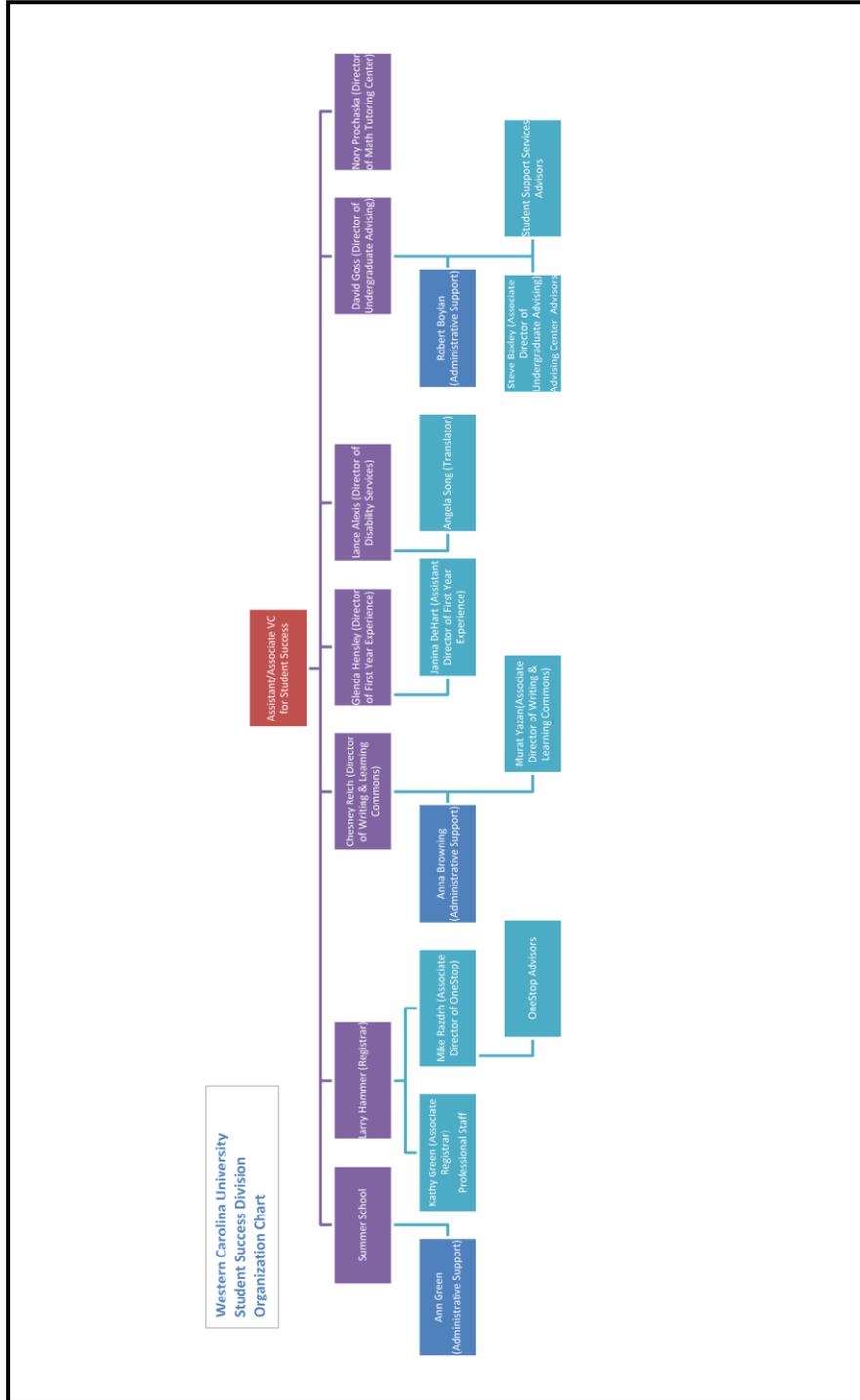
April 4, 2013



Offices located within the Killian Annex (Also referred to as OneStop)

1. Academic Success Program
2. Advising Center
3. Career Services
4. Disability Services
5. Financial Aid
6. OneStop Student Service Center
7. Orientation
8. Registrar's Office
9. Student Accounts
10. Student Support Services

Appendix B



Appendix C

Staff Vitas

155 Sesame Street
Waynesville, NC 28785

(828)342-4435 (Cell)
(828)227-2582 (Work)
Email: razdrh@wcu.edu

Michael J. Razdrh

Experience

2005- present Western Carolina University Cullowhee, NC

Associate Director-OneStop Student Service Center

- Act as lead by performing all OneStop functions at an exemplary level.
 - Insure that all operations are carried out effectively and efficiently.
 - Direct the workflow of the express counter and phones.
 - Responsible for hiring, training, evaluating and coordinating the work flow and work load of the OneStop Advisors and student workers.
 - Maintain appropriate accounting controls of cash drawers and security of documents.
 - Collaborate with directors of associated offices/units.
 - Maintain OneStop inventory of supplies and manage budget.
 - Promote the OneStop at university sponsored events.
 - Member of several on campus committees.
-

1999-2004 Western Carolina University Cullowhee, NC

Athletic/Academic Advisor

- Assisted Students in course and major selection.
 - Taught University Experience-2 Athletic sections per academic year.
 - Monitored Satisfactory Progress and Eligibility for Athletes.
 - On committee for Champs Life Skills Program.
 - Member of the Task Force on Alcohol and Drug Education.
 - Assisted Athletes on Academic Probation.
 - Performed other duties consistent with academic advising.
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1984-1986 Central Michigan Community Hospital Mt Pleasant, MI

Mental Health Technician

- Responsible for everyday care of psychiatric inpatients.
- Provided support for professional staff.

1983-1984 Edison School Elyria, OH

Mental Health Technician

- Worked in school for behaviorally/emotionally handicapped students.
- Assisted teacher in classroom responsibilities for 1-3 grade.
- Performed Preventative Crisis Intervention as necessary.

1984–1986 Central Michigan University Mt. Pleasant, MI

- M.A., Clinical Psychology.

Education

1980-1983 The Defiance College Defiance, OH

- B.S., Psychology

Licensure

1988-2006 State of North Carolina Boone, NC

- Psychological Associate #1286.
 - License is currently inactive.
-

Linda Carole Carmody

P.O. Box 894
Cullowhee, NC 28723

828/508-8146
lcrpmf1852@yahoo.com

Education: **M.Ed.**, West Georgia College, Carrollton, GA, June 1987.
BA Secondary Education, University of Evansville, Evansville, IN, August 1984.

Work Experience:

Academic Advisor – Western Carolina University, August 2005 to present.

- Assisted with the development of a relationship-based model of academic advising in which the main goal is to support the educational success of the undergraduate student.
- Worked to promote academic success, increase retention, decrease time toward graduation, and improve the overall educational experience of students.
- Contributed to these efforts by continually expanding the knowledge base of the academic and support programs within Western Carolina University, concentrating on the areas of Financial Aid, Student Accounts, Registrar's Office, etc.
- Provided customer service and resolution of issues through telephone and walk-in assistance for financial aid, student accounts (including cashiering), Registrar's Office, Cat Card Office (making student and faculty ID's), and other university departments (these duties performed mainly at the OneStop Student Service Center express counter).
- Served as an initial information resource for all incoming students, new freshmen, transfers, and re-entering students and continued as support advisors through graduation.
- Referred customers to appropriate university staff to provide desired services as needed.
- Served as liaison to assigned university offices to assure accurate dissemination of information while providing walk-in or phone services.
- Provided OneStop information and support for the University community.
- Assisted with developing, revising, and updating processes of the OneStop along with creating and/or editing any required forms and publications.
- Appropriately collected and distributed all related records and documentation along with submitting monthly reports of activity (including financial records).
- Participated in ongoing professional development along with the encouragement of the growth of colleagues.

Senior Associate Director of Student Activities – Western Carolina University, July 2003 to June 2005.

- Supervised the Coordinator of Women's Center and Women's Programs. Successfully created and implemented to inaugural women's center and women's programs.
- Supervised the Assistant Director of Student Organizations & Greek Life. Successfully guided staff and student leaders in the addition of two fraternity colonies and numerous other student organizations to the campus community.
- Successfully contributed to the development of the Freshmen Leadership Institute designed to embark selected incoming freshmen on a leadership path intended to create campus leaders. Cornerstones of the program were leadership development experiences, curriculum, and event planning and community service.
- Served as co-chair of the Homecoming Committee. Guided, planned and implemented two homecoming celebrations that resulted in an increase of student and alumni participation. Created and implemented the first homecoming manual used as a guide for future planning committees.
- Served as the chair of Valley Ballyhoo, a campus and community celebration welcoming the students back to school. Increased the number of community agencies and student organizations participating in the event.

- Served as the chair of the first Student Activities Consortium. Created and implemented the first campus wide committee designed to collaborate funding and events for students. Created the first campus wide student events calendar.
- Served as chair of the Student Media Board. Held monthly meetings designed to have the student media organizations work together on related issues.
- Served as vice chair of the Critical Incident Communication Team. Served as the campus point person during critical incidents as needed and helped coordinate university responses to a variety of critical incidents that impacted the campus.
- Served as the primary Student Affairs person during the design and building phases of the Greek Village. Created a student advisory committee designed to give student input during the design phase. Served as the customer representative with the building corporation during the building phase.
- Advised various student committees in the planning and implementation of the Greek Leadership Day, Minority Leaders United conference, North Carolina LEAD conference, Women's Leadership conference, NIC Alcohol Summit, and WCU Advance. Guided students as they designed, publicized, planned and implemented these inaugural leadership conferences held at Western Carolina University.
- Taught Counseling 141. Created, planned and implemented inaugural sections of leadership classes designed for emerging leaders, established leaders, sorority/fraternity leaders and the Freshmen Leadership Institute leaders.

Title and some responsibilities changed due to restructuring of office personnel.

Awards

- Outstanding advisor to multicultural student organizations, spring 2005.
 - Order of Omega advisor of the year award was named after me, spring 2003.
 - Outstanding Administrator Award from Student Government Association, spring 2001.
 - Panhellenic Award for Excellence in Advising, fall 1989.
-

CAREER SUMMARY

A dedicated, helpful customer service representative with an exceptional analytical and detail oriented nature. Proven track record in translating customer problems into solutions. Possesses a strong sense of ownership and accountability for assigned objectives as well as excellent interpersonal and communication skills. Strong advocate of teamwork, positive change, and continuous improvement.

EDUCATION

Western Carolina University	Cullowhee, NC
B. S. B. A. Accounting	May 2006
GPA 3.8/4.0; GPA in Accounting 3.9/4.0	
Honors College	
M.B.A	May 2011
GPA 3.9/4.0	

EXPERIENCE

OneStop Advisor, Western Carolina University, Cullowhee, NC, 2011-present

- Provided customer service and resolution of issues through telephone and walk-in assistance for Financial Aid, Student Accounts, Registrar's Office, Cat Card office, and other university departments
- Served as an initial information resource for all incoming students
- Assisted with developing, revising, and updating OneStop processes, along with creating and/or editing required forms and publications
- Prepared purchasing requisitions to order and maintain office supplies
- Served as a liaison to university offices to assure accurate dissemination of information

Casualty Adjustor, North Carolina Farm Bureau Insurance, Waynesville, NC, 2008-2011

- Conducted full claims investigations
- Evaluated legal liability and consulted with legal counsel as necessary
- Took oral and written statements from involved parties as a part of claims investigation
- Obtained documentation for files, including police reports, accident scene photographs and diagrams, vehicle photographs, and vehicle appraisals
- Checked policy coverage to determine if a claim was payable
- Negotiated and denied settlements with involved parties

Accountant, The Development Foundation of NCCAT, Cullowhee, NC, 2007-2008

- Reconciled daily receipts, incoming invoices, and bank statements to QB & completed entire AP process
- Completed entire payroll process for personnel paid from the Foundation
- Paid payroll taxes, completed quarterly reports, completed and transmitted W-2's and 1099's, reconciled and paid quarterly sales and use tax for memorabilia store
- Created, maintained, and managed financial reports communicated monthly
- Created, implemented, maintained, and managed appropriate accounting and financial policies and procedures
- Generated grant reports as to financial position and worked with grants manager to reconcile grant accounts

Staff Accountant, Meridian Behavioral Health Services, Sylva, NC, 2006-2007

- Ran payroll for about 130 employees, including electronic transmittal
- Reviewed and approved travel reimbursement and submitted for payment
- Completed journal entries and performed account audits
- Paid payroll taxes, completed quarterly reports, completed and transmitted W-2's and 1099's
- Reconciled and paid all insurance premiums
- Compiled performance reports for a variety of programs

COMPUTER SKILLS

Banner, Odyssey, Schlage, Data ID-Card Works, Word, Excel, Professional, Access, PowerPoint, QuickBooks

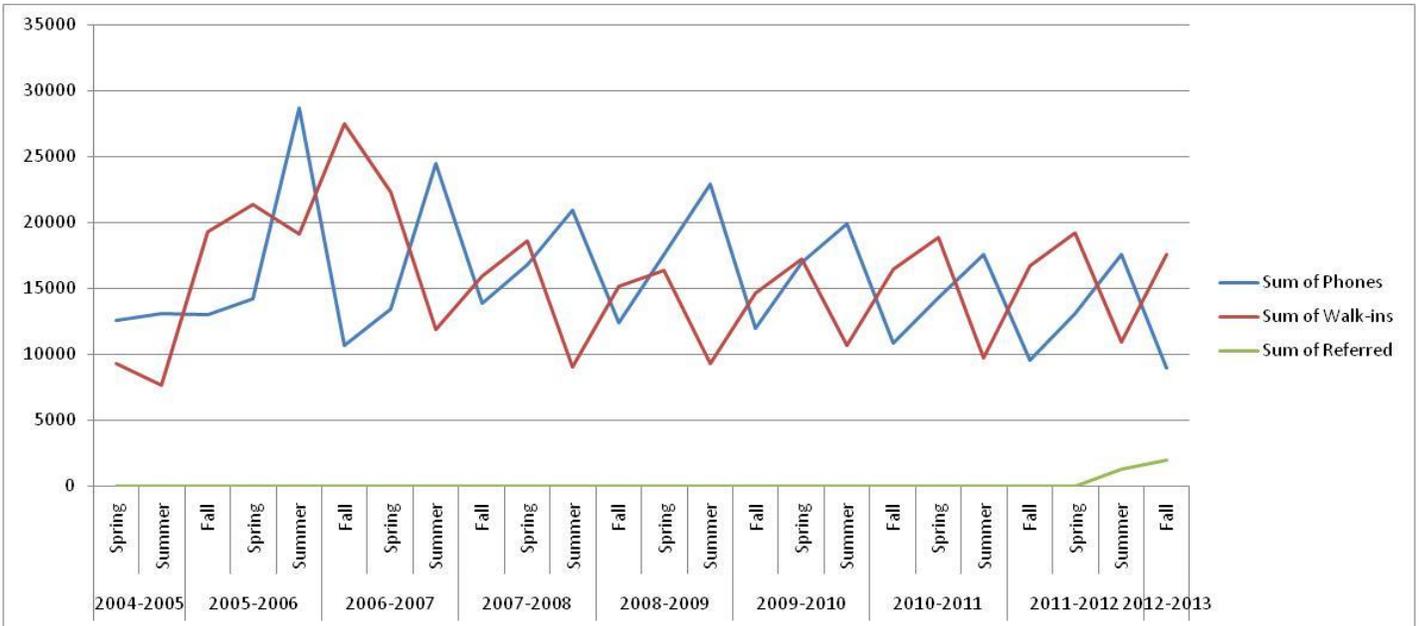
Appendix D

OneStop Utilization Data

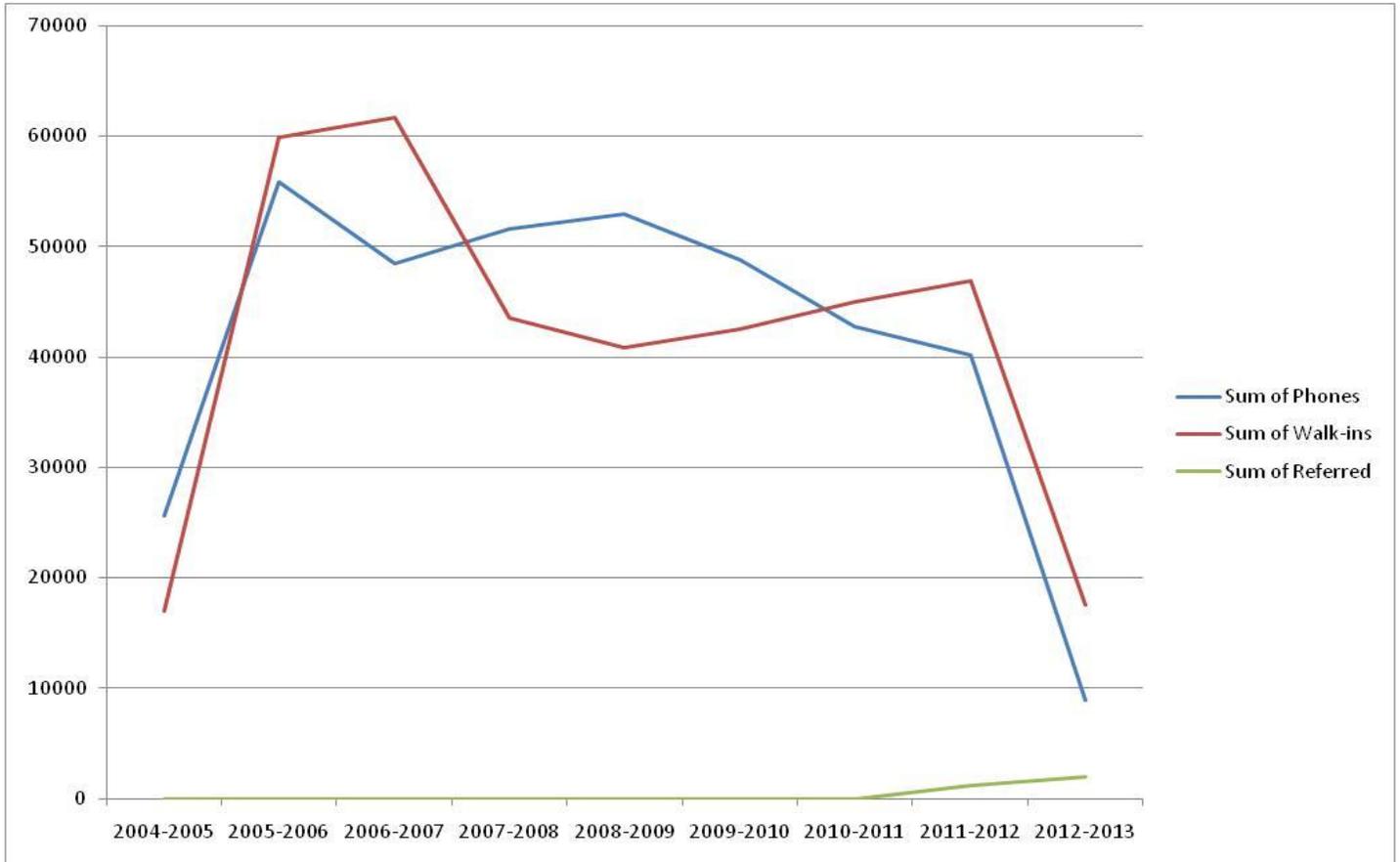
OneStop Numbers

	phones	walkins	referred		phones	walkins	referred		phones	walkins	referred	Totals
Spring 05	12565	9331	0	Sum 05	13074	7658	0	Fall 05	12986	19318	0	
Spring 06	14214	21397	0	Sum 06	28655	19141	0	Fall 06	10629	27508	0	
Spring 07	13405	22290	0	Sum 07	24426	11876	0	Fall 07	13857	15912	0	
Spring 08	16819	18568	0	Sum 08	20965	9021	0	Fall 08	12389	15148	0	
Spring 09	17576	16339	0	Sum 09	22930	9321	0	Fall 09	11941	14629	0	
Spring 10	16946	17241	0	Sum 10	19879	10635	0	Fall 10	10870	16416	0	
Spring 11	14330	18855	0	Sum 11	17579	9750	0	Fall 11	9542	16711	0	
Spring 12	13045	19234	0	Sum 12	17587	10913	1229	Fall 12	8972	17558	1941	
Spring 13				Sum 13				Fall 13				
		143255				88315				143200		374770
	118900				165095				91186			375181
												walkins
												Phones

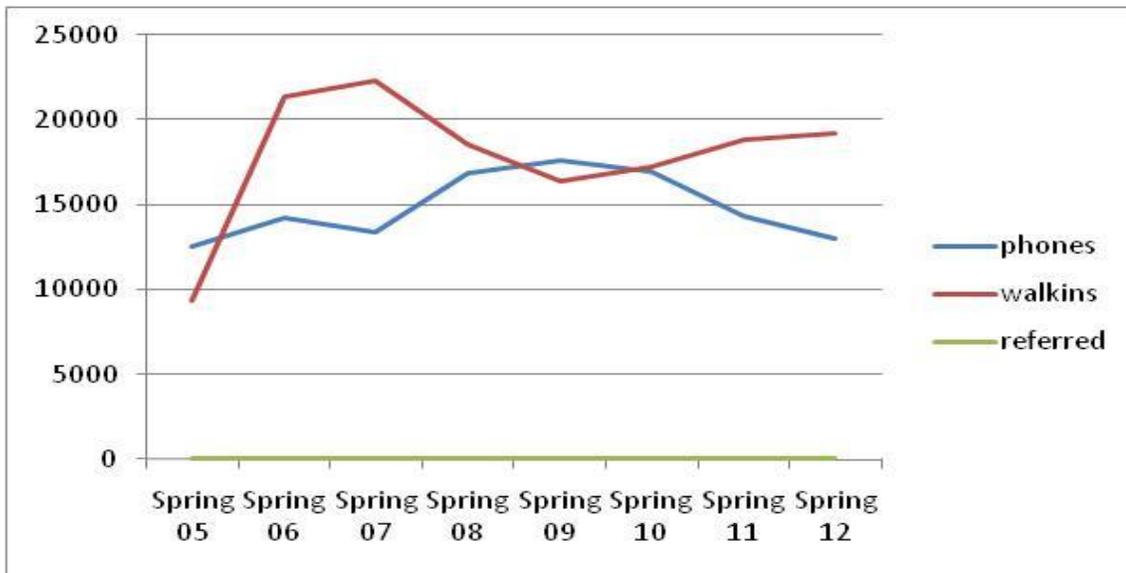
Phones/Walk-ins Continuous Trends



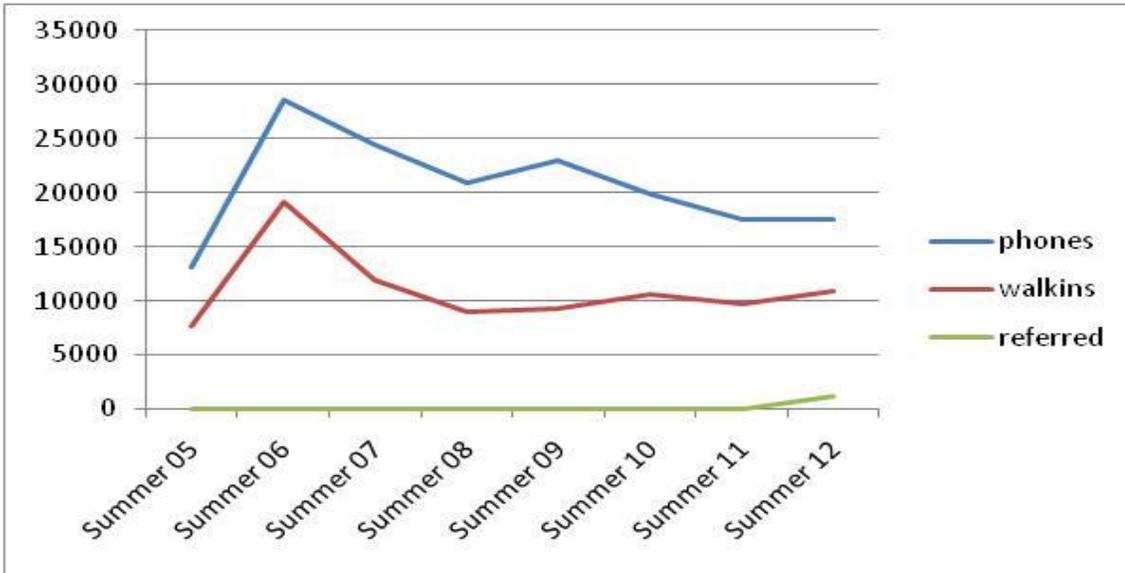
Phones/Walk-ins per Academic Year



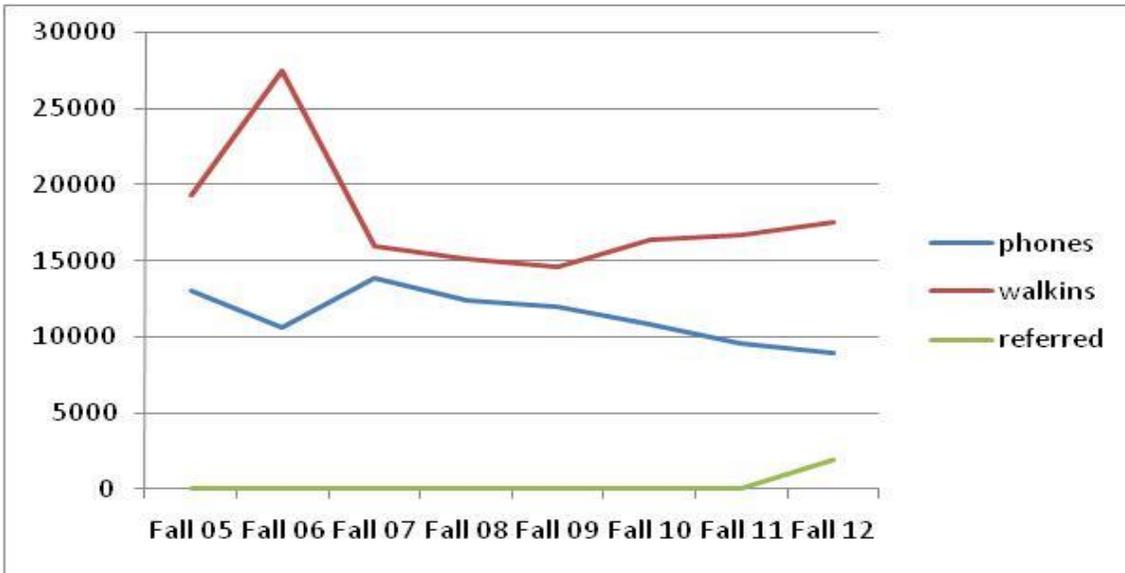
Phone/Walk-ins per Term, Spring



Phones/Walk-ins per Term, Summer



Phones/Walk-ins per Term, Fall



Justification

Speculation as to why our phone trends are decreasing:

1. Parents may be placing more responsibility on their students, who prefer to walk into the OneStop. Getting things done in person instills more confidence.
2. Self Service is gaining more popularity. People prefer to do as much as they can online.
3. The phone service requires a security code and therefore folks may not want to use this option or may not have the release of information security code.
4. The phone queue may be confusing or too frustrating for individuals to use and may opt for another means of service.
5. Summer call numbers are highest, because less students are on campus, but even these numbers are dropping (again probably due to improved self services). Maybe folks are becoming more adept at handling their business without assistance.
6. Notifications are clearer and more numerous, thus eliminating the need to call in.

Speculation as to why the walk-in numbers are increasing:

1. Enrollment has increased.
2. People prefer to do their business in person.
3. Students are turning in more paperwork of the offices related to OneStop (i.e. FA, Registrar, etc).
4. Online Visa payments were eliminated in summer 2012, therefore more people are paying in person with cash or check. They also may not like having to pay the convenience fee associated with making online credit card payments.
5. University requirements (i.e. FA) are increasingly more complicated and people want to clarify in person.
6. More students on campus are being referred to the OneStop by other departments with confidence.
7. Students like to engage with the OneStop staff and develop relationships.