



one
stop



WHO ARE WE?

Azusa Pacific University is a comprehensive, evangelical, Christian university committed to excellence in higher education.

- Offering over 100 associate's, bachelor's, master's, and doctoral programs
- On campus, online, and 6 regional centers
- Recognized as one of America's Best Colleges by U.S. News & World Report



WHO ARE WE?

IPEDS Fact Sheet Information

Academic Year	UG Population	Retention Rate	6-year Graduation Rate
2016/17	5770	86%	70%
2015/16	5883	87.9%	68%
2014/15	5918	85%	67%
2013/14	6543	82%	65%
2012/13	6224	83%	63%
2011/12	5998	87.5%	63.4%



OUR CHALLENGE

To develop a

Sustainable *and* **Cohesive**

student service model that would support an increased student population, improve service, and respond to a competitive marketplace.



OUR SOLUTION

Combining

Registrar *and* **Student Financial Services**

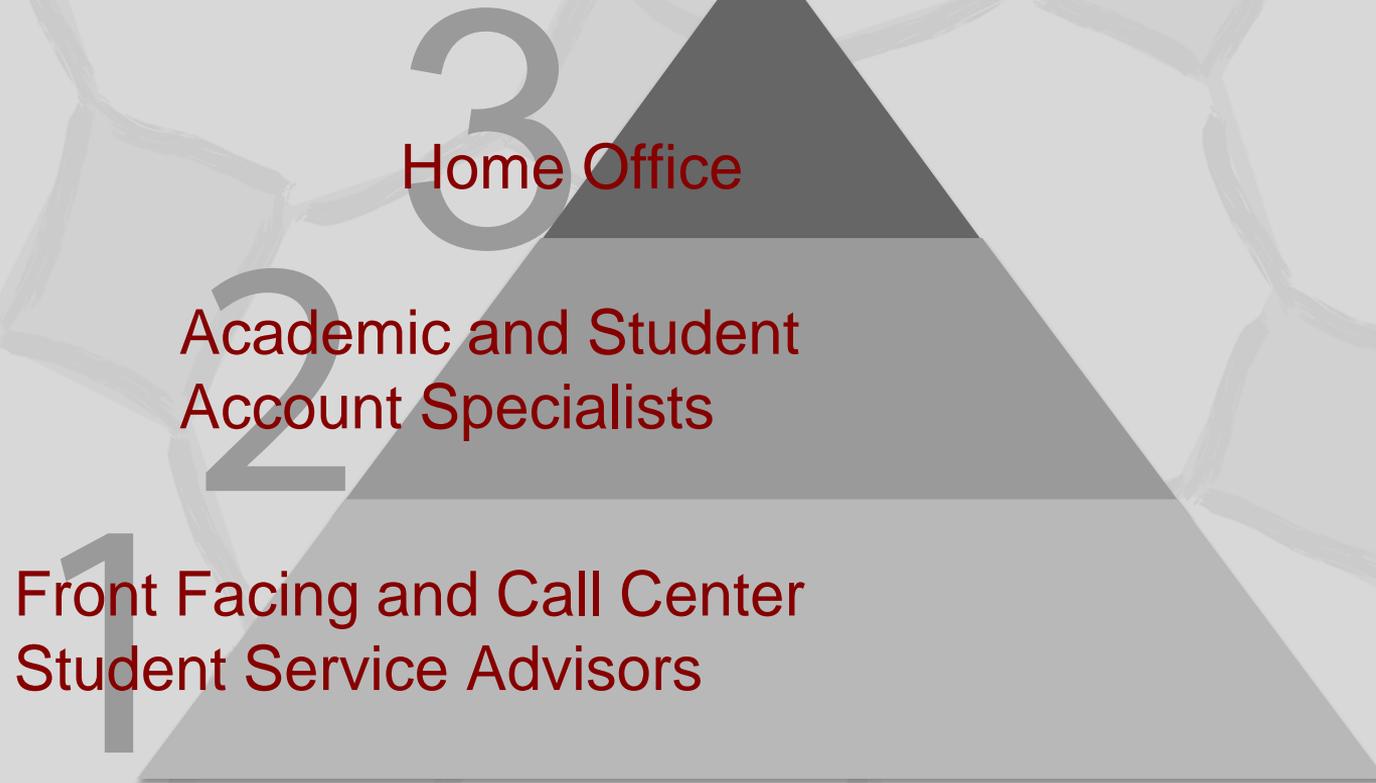
into an *integrated* **One Stop** service model

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THE ONE STOP MODEL





TIER 1

Student Service Advisors



TIER 2

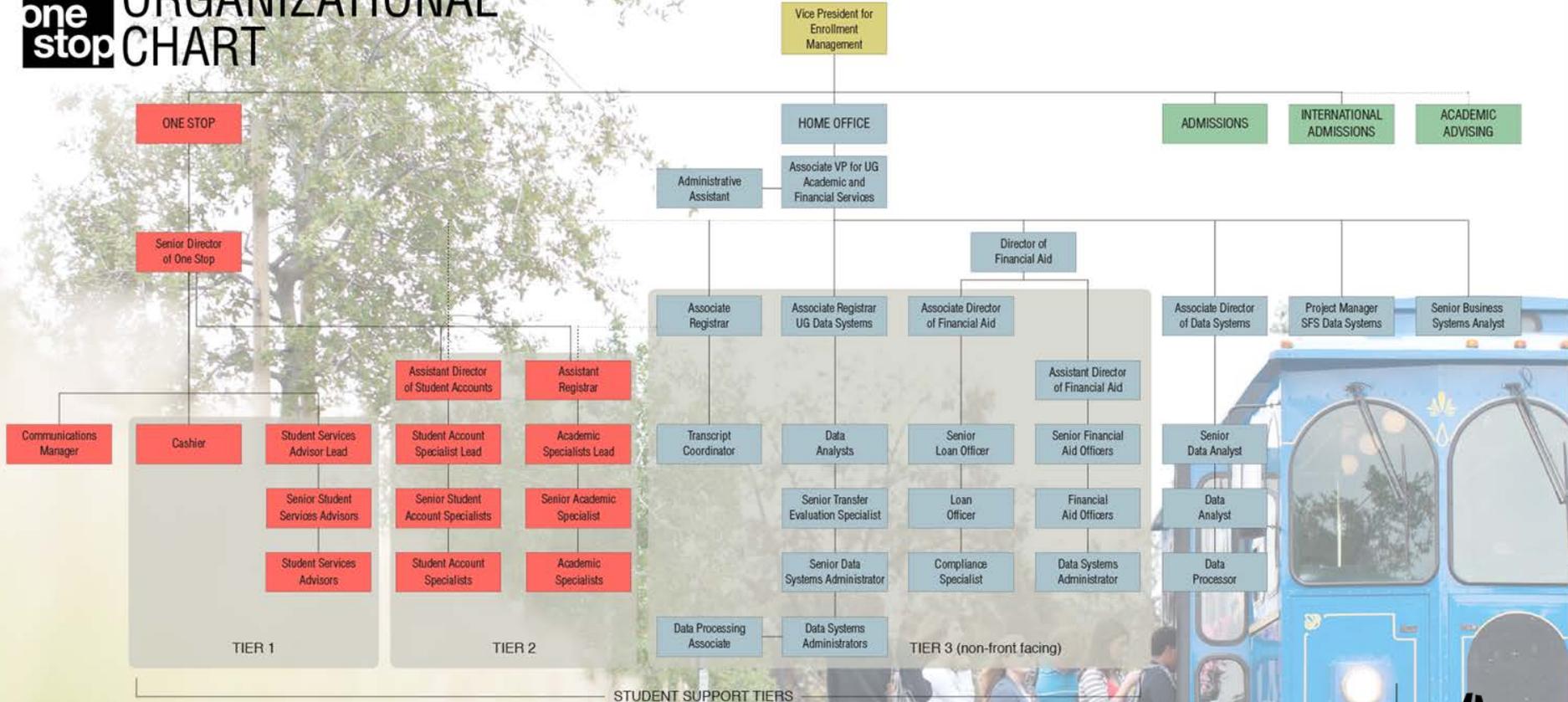
Academic
Specialists

Student Account
Specialists



Privacy Room

one stop ORGANIZATIONAL CHART



STUDENT SUPPORT TIERS

TIER 1**Senior Director of One Stop**

The Director of One Stop/Integrated Enrollment Services provides cohesive vision, leadership and strategic direction for an integrated enrollment services organization otherwise known as "One Stop". The Director of Integrated Enrollment Services is responsible for the development and implementation of the highest possible levels of student service through training, process and policy development, and the supervision of staff. The Director leads staff, some who are direct reports and some with multiple reporting lines, to deliver excellent integrated service to students and their families. As the leader of a newly designed organization, the Director must possess leadership qualities that inspire confidence, passion, and cohesion. In addition she or he must exhibit detail orientation and creativity to solve problems collaboratively and quickly.

Student Service Advisor Lead

The Student Service Advisor Lead is responsible for direction the operational aspects of the Student Services Advisor team within One Stop. This position will be responsible for managing the processes of customer service as it relates to the areas of academic and registration needs as well as financial aid and student account needs. This position will liaise and work directly with the Academic Specialist Lead and Student Account Specialist Lead within One Stop to improve services and provide cross-training opportunities. This position will also spend 50% of the time providing exemplary first-tier customer service in multiple modes (face to face, phone, and email) within the aforementioned areas in order to experience daily operational needs and make recommendations for changes and improvements when needed. The primary customers this position serves are students, faculty, staff, alumni, parents, and visitors to APU. In addition, the Student Services Advisor Lead will provide daily oversight to the SSA team members serving in the Front Office or Call Center including identifying and adding on service and knowledge deficiencies. The SSA Lead will strive to ensure a unified message is shared with customers and other constituents. This position also captures and provides quantitative data for review and analysis.

Cashier

The Lead Cashier/Student Services Advisor provides exemplary first-tier customer service in multiple modes (face to face, phone, and email) within the areas of Cashiering, Student Accounts, Financial Aid, Academic Services and Academic Advising. The primary customers this position serves are students, faculty, staff, alumni, parents, and visitors to APU. As the Lead Cashier, you will be responsible for ensuring the accuracy and smooth function of the cashier area and act as liaison to the APU Business Office to help ensure continuity of service and compliance. This position will also provide training for all cashier support positions including student workers and the cross-training of fellow Student Services Advisors. You will also update and maintain the Cashier Business Processes Guide.

**Communications Manager**

As the Communications Coordinator for the One Stop office, you will provide cohesive communication to our constituents with consistency and clarity, develop shared communications and marketing strategies for One Stop, Home Office, Office of Military and Veterans Education Benefits (MVEB) and other Enrollment Management Services (EMS) departments as needed; coordinate and deliver communications and trainings with consistency of tone and brand. Develop an understanding of One Stop service needs and expectations involving student, parent and other constituent transactions. This role will create context for the types of communications that need to be considered in order to promote the EMS vision and the One Stop service philosophy.

Senior Student Services Advisors

The Sr. Student Services Advisor provides exemplary first-tier customer service in multiple modes (face to face, phone, and email) within the areas of Student Accounts, Financial Aid, Academic Services and Academic Advising. The primary customers this position serves are students, faculty, staff, alumni, parents, and visitors to APU. The Sr. Student Service Advisor will advise students (et al) on a broad variety of financial and academic services in order to provide comprehensive assistance in a student-centric fashion by offering information and/or solutions for the majority of inquiries related to Registrar, Student Financial Services and Financial Aid. In addition, the Sr. Student Service Advisor will provide daily oversight to the SSA team members serving in his/her designated area (Front Office or Call Center) including identifying and acting on service and knowledge deficiencies. The Sr. SSA will strive to ensure a unified message is shared with customers and other constituents. This position also captures and provides quantitative data for review and analysis.

Student Services Advisors

The Student Service Advisor provides exemplary first-tier customer service in multiple modes (face to face, phone, and email) within the areas of Student Accounts, Financial Aid, Academic Services and Academic Advising. The primary customers this position serves are students, faculty, staff, alumni, parents, and visitors to APU. The Student Service Advisor will advise students (et al) on a broad variety of financial and academic services in order to provide comprehensive assistance in a student-centric fashion by offering information and/or solutions for the majority of inquiries related to Registrar, Student Financial Services and Financial Aid.

TIER 2**Associate VP for UG Academic and Financial Services****Administrative Assistant**

The purpose of this position is to assist the Associate Vice President. The Administrative Assistant will perform duties that include budget, office supplies, coordination, research, record keeping, communication, and clerical support. The Administrative Assistant must exercise good judgment in decision-making, possess problem-solving skills, work independently, maintain confidentiality, and take the initiative to complete duties as assigned.

Assistant Director of Student Accounts

The Assistant Director of Undergraduate Student Accounts is responsible for overall leadership and management of Undergraduate Student Accounts and the Student Account Specialist team within One Stop. This position is responsible for the daily operations, serving the customers with excellence; coordinating Study Abroad billing and procedures; collecting all undergraduate tuition, room, board and fee revenue; gathering and analyzing internal data to manage the A/R and consistently administer university policies and procedures. The Assistant Director also will develop strategies to utilize technology and other creative resources to improve student experience and improve overall service quality; and will establish and maintain a strategic plan for implementing financial literacy and financial aid systems to educate and inform students and their families.

Student Account Specialist Lead

The Student Account Specialist Lead is responsible for directing operational aspects of Student Accounts within One Stop. This position is responsible for the daily operations, serving the customers with excellence; coordinating Study Abroad billing and procedures; collecting all undergraduate tuition, room, board and fee revenue; gathering and analyzing internal data to manage the A/R and consistently administer university policies and procedures. The Student Account Specialist Lead will also perform the role of Student Account Specialist. The Student Account Specialist Lead will also develop strategies to utilize technology and other creative resources to improve student experience and improve overall service quality; and will establish and maintain a strategic plan for implementing financial literacy and financial aid systems to educate and inform students and their families.

Senior Student Account Specialists

The primary responsibility of this position is to assist students in determining the affordability of obtaining their education through financial aid, loans, and payment options. It is the specialist's responsibility to oversee the accounts receivables for their alpha group and to assist students/parents who become delinquent with payment plans. The Senior Student Account Specialist coordinates the daily activities of the account team and supports the study away programs. The Senior Student Account Specialist works with a wide range of enrollment colleagues to provide excellent customer service and provide meaningful encounters with students and their parents.

Student Account Specialists

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Assistant Registrar

The Assistant Registrar, Academic Progress' primary responsibilities are to be acting as the supervisor of the Academic Specialist Team for the Office of the Undergraduate Registrar and the participation in the Undergraduate Registrar's management team. Supervisory duties encompass managing the processes of degree checks and academic progress counseling, participating in the building of academic policies related to degree clearance, participating in the management of online software for degree checks, and participation in the Petitions and Exceptions Committee related to academic policy exceptions and academic clearance for commencement.

Academic Specialists Lead

The Academic Specialist Lead is responsible for directing the operational aspects of the Academic Specialist Team within One Stop. This position will be responsible for managing the processes of degree checks and academic progress counseling, participating in the building of academic policies related to degree clearance, participating in the management of online software for degree checks, oversight of Student Workers who support the Academic Specialist Team and participation in the Petitions and Exceptions Committee related to academic policy exceptions and academic clearance for commencement. The Academic Specialist Lead will also perform the role of Academic Specialist and will have a set of majors that they support. These responsibilities are done in collaboration and in support of One Stop.

Senior Academic Specialist

The Senior Academic Specialist is responsible for degree audits, and academic progress counseling for an assigned distribution of the undergraduate population. In addition to maintaining accurate academic records and upholding academic policy consistent with university standards, this position regularly interacts with this population to proactively assist students and resolve any issues related to degree completion and academic clearance for commencement.

Academic Specialists

The Academic Specialist is responsible for degree audits, and academic progress counseling for an assigned distribution of the undergraduate population. In addition to maintaining accurate academic records and upholding academic policy consistent with university standards, this position regularly interacts with this population to proactively assist students and resolve any issues related to degree completion and academic clearance for commencement.

TIER 3 [Academic]

Associate Registrar

The Associate Registrar serves to provide vision and leadership for the Undergraduate Office of the Registrar. The responsibilities of this position are to manage all aspects of the Registrar's function in the Undergraduate School, and participate in directing improvement of academic record processes, online services, workflow and their automation. The Associate Registrar also works with a wide range of enrollment colleagues to provide outstanding customer service while developing strong partnerships with most other major administrative offices on campus. Helps to manage the commencement events.

Transcript Coordinator

The Transcript Coordinator is responsible for the processing and mailing of transcripts for traditional undergraduate students.

Associate Registrar UG Data Systems

The Associate Registrar serves to provide vision and leadership for the Undergraduate Office of the Registrar. The responsibilities of this position are to manage all aspects of the Registrar's function in the Undergraduate School, and participate in directing improvement of academic record processes, online services, workflow and their automation. The Associate Registrar also works with a wide range of enrollment colleagues to provide outstanding customer service while developing strong partnerships with most other major administrative offices on campus. Helps to manage the commencement events.

Data Analysts

This position is responsible both for the management/configuration of the Academic Advising module in PeopleSoft and for aiding in the day-to-day management of the PeopleSoft data system within the Office of the Undergraduate Registrar. This data expert understands the configuration, regular use, and data of the relevant PeopleSoft modules and translates between business, data, and technical resources. The Data Analyst writes departmental queries and reports as appropriate with the escalated assistance of IMT. In addition, this position sets standards for use of software in the unit and serves as a liaison between the department and IMT staff when technical issues need escalation. This position also manages the Degree Audit system to ensure the catalog requirements and academic records are accurately reflected on the Degree Audit that students and faculty advisors view. Additionally, this position analyzes data and audits business processes as needed by staff. This position plays a critical role in training.

Senior Transfer Evaluation Specialist

This position is responsible for entering and evaluating all transfer work for prospective and enrolled students (for the traditional undergraduate population), utilizing the articulation guidelines and software designed to assist in this process. This position is also responsible for promoting consistency and clarity in the area of transfer guidelines and services for transfer students and coordinates work for the transfer evaluation area.

Senior Data Systems Administrator

The Undergraduate Sr. Data Systems Administrator's responsibilities are to assist with the management of the undergraduate registrar data system. The Data Systems Administrator is also responsible for assisting in the utilization of the SchedulerS software, as well as collaborating with other academic and functional departments in the process of building the undergraduate class schedule while maximizing room utilization. This position also supports data reporting efforts on behalf of the Office of the Registrar.

Data Systems Administrator (Articulation)

The Undergraduate Data Systems Administrator - Articulation & P/S Support is responsible for building transfer course articulations, programming the articulation rules into the PeopleSoft database, and communicating with academic departments, outside articulation officers and internal clients to promote consistency and clarity in the area of articulation and transfer. The Data Systems Administrator - Articulation & P/S Support also functions as the Articulation Officer for the university under the leadership and authority of the Associate Vice-President for Undergraduate Academic and Financial Services and the Undergraduate Associate Registrar - Undergraduate Data Systems.

Data Systems Administrator (Transfer Evaluation)

The Undergraduate Data Systems Administrator - Transfer Evaluation & Data Support is responsible for evaluating transfer work for prospective and enrolled students for the traditional undergraduate population, and utilizing the articulation guidelines and software designed to assist in this process. This position is also responsible to assist the Data Systems Administrator - Articulation & P/S Support in building transfer course articulations, programming articulation rules into the PeopleSoft database, coordinating with academic departments, other internal departments, and external clients to promote consistency and clarity in the area of articulation and transfer. This position is also responsible for providing management of the undergraduate Study Abroad process including communication, registration, Leave of Absence processing, and overall Study Abroad strategizing. Further, this position is responsible to assist with researching, proofing, and correcting undergraduate enrollment, transfer credit and degree content records using a variety of reports, logs and transcripts.

Data Processing Associate

The Data Processing Associate is responsible for supporting all Undergraduate Registrar Data Team processing needs.

TIER 3 [Financial]

Director of Financial Aid

Manages the financial aid and loan processes for the traditional undergraduate student population. This includes administrative and technical processing of Federal, State, Outside and University financial aid awards and loans. Plans and administers the financial aid process to assist students in obtaining financial aid, scholarships and loans to help pay for their education. Works closely with Assistant Director of Compliance and the aid and loan officers to insure that all Federal and State regulations are adhered to in the UG office. Manages the NCAA compliance process for the University. Manages the RML leveraging model.

Associate Director of Financial Aid

Manages the financial aid and loan processes for the traditional undergraduate student population. This includes administrative and technical processing of Federal, State, Outside and University financial aid awards and loans. Plans and administers the financial aid process to assist students in obtaining financial aid, scholarships and loans to help pay for their education. Works closely with Assistant Director of Compliance and the aid and loan officers to insure that all Federal and State regulations are adhered to in the UG office. Manages the NCAA compliance process for the University.

Senior Loan Officer/Loan Officer/Compliance Specialist

Assists current and prospective undergraduate students and their parents by processing loans, certifying loans, problem solving and transferring loan disbursements to their accounts. Supports the Associate Director of Financial Aid Compliance with performing compliance audits, compliance research and assist with update processes and procedures of the financial aid officers and loan officers. This role will also support our efforts in lobbying with CSAC to support Cal Grant funding for private institutions, develop and conduct training for faculty, staff and students.

Assistant Director of Financial Aid

The Assistant Director of Undergraduate Financial Aid and NCAA Compliance is responsible for providing leadership and management of the Financial Aid Officer (FAO) team. Participates in ongoing process improvement and compliance as it relates to administering financial aid. In addition, the Assistant Director coordinates all financial aid activities for undergraduate student athletes.

Senior Financial Aid Officers

Assists undergraduate students and parents in determining the affordability of obtaining education through financial aid, loans and payment options. Performs the financial award process, needs analysis, counseling, financial aid follow-up, and aid reporting. Provides training to the FAOs on Peoplesoft system issues.

Financial Aid Officers

Assists undergraduate students and parents in determining the affordability of obtaining education through financial aid, loans and payment options. Performs the financial award process, needs analysis, counseling, financial aid follow-up, and aid reporting.

Data Systems Administrator (Financial)

The Data Systems Administrator - Senior Financial Aid Officer and Data Support is responsible for determining the federal, state and institutional aid a student is eligible to receive. Performs the financial award process, needs analysis, financial aid verification, and reporting aid to the appropriate parties. Works closely with the Financial Aid Data Team to administer the Financial Aid PeopleSoft Modules. Assist in the training, troubleshooting and maintenance of the PeopleSoft modules and other Financial Aid Technology. Assist the Financial Aid leadership team in developing policies and procedures to provide for efficiency and compliance with federal, state and institutional policies. Senior Financial Aid Officer serves as an advisor for a selected group of Financial Aid Officers to aid in compliance and to ensure consistent adherence and application of policies, procedures and professional judgments.



IMPLEMENTING A ONE STOP

1
Culture

2
Leadership

3
Acceptance



IMPLEMENTING A ONE STOP

1
Culture

2

3



Culture

APU Culture Challenges

- Silos
- Ownership
- Trust



IMPLEMENTING A ONE STOP - Leadership

1

2
Leadership

3



Leadership

Leadership Accountability

Communication and Harmony

Disconnect at any level of leadership can be disastrous

“Deliver bad news first, practice full disclosure, be loyal to the decision made by the group or leave – there should be no appearance of dissent.”

- Dr. Gayle Beebe



IMPLEMENTING A ONE STOP - Acceptance

1

2

3
Acceptance



Acceptance

Navigating Your Team Towards Acceptance

- Address reluctance to change
- Encourage ownership
- Manage expectations
- Create something everyone can embrace - C.A.R.E.



Acceptance

CARE Customer Service Philosophy

Choose joy

Actively listen

Resolve the issue

Exceed expectations



PERFORMANCE MEASURES

Create a data-informed decision environment

Performance Measures

One Stop Traffic Data

Academic Year	Calls Presented	Avg. Wait Time	Walk-ins	Avg. Wait Time
2016/17 (to date)	27,290	1:03	18,859*	2:42
2015/16	32,059	:48	13,089	2:34
2014/15	36,823	1:08	10,115	1:58
2013/14	36,318	:49	14,809	1:35
2012/13	30,821	1:22	20,601	2:57

*started tracking cashier/payment data this year



Performance Measures

Annual Student Satisfaction Survey

Academic Year	GPA
2016/17	3.55
2015/16	3.59
2014/15	n/a
2013/14	3.52
2012/13	3.47
2011/2012 (pre-One Stop)	3.41



Performance Measures

Email Traffic

- 103,497 unique email conversations since the launch of One Stop in August 2012
 - Responses logged within 24 hours
- 497,433 outgoing emails since February 2016
 - 57% average open rate
 - Personalized campaigns have a higher open rate



IMPLEMENTATION CONSIDERATIONS

Process Review

Give yourself time

- One year minimum for process integration
- Don't underestimate the implications of merging 2 or more offices



IMPLEMENTATION CONSIDERATIONS

Technology, Technology, Technology

The chicken or the egg?

- Consider launching a virtual One Stop prior to a physical one
- Identify areas of technology self-sufficiency



IMPLEMENTATION CONSIDERATIONS

Use The Resources You've Got

Consider all the angles

- Fit your philosophy into your facility, not the other way around
- Leverage your resources (and others' resources)
- Consider a third-party change consultant



IMPLEMENTATION CONSIDERATIONS

Selling the Concept

- Have a **champion** for your cause

At some point you just have to **TRY**

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MAINTAINING A ONE STOP

1
Communication

2
Collaboration

3
Customer Service



MAINTAINING A ONE STOP

1
Communication

2

3



MAINTAINING A ONE STOP

1

Collaboration

2

3



MAINTAINING A ONE STOP

1

2

3
Customer Service

one
stop


AZUSA PACIFIC
UNIVERSITY



THE *FUTURE* OF ONE STOP

1
Streamlining

2
Self-Service

3
Support



THE *FUTURE* OF ONE STOP

1
Streamlining

2

3



THE *FUTURE* OF ONE STOP

1

2
Self-Service

3



THE *FUTURE* OF ONE STOP

1

2

3
Support



CHALLENGES

- Extensive training especially for Tier I Student Service Advisor positions
- Streamlining processes require support beyond One Stop



BENEFITS

- Improved partnerships
- Inspired other departments on campus to focus on efficiency and service
- Identified emerging leaders
- Increased efficiency
- Improved student experience

God First Since 1899



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Undergraduate Enrollment
Services Center



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