

IMPLEMENTING THE ONE STOP CENTER APPROACH AT USD

Considerable progress has been made since the April 5, 2006, report of the One Stop Student Service Center Task Force was approved by the Executive Council. The Virtual One Stop has been on-line as the MySanDiego portal since April, 2007. Planning has continued for the physical One Stop Center (OSC) in terms of its location and the organizational units of USD that will be part of it. The purpose of this document is to give an update on that planning.

Location

The principal criteria used in selecting a location for the OSC are a central location, adequate size, and synergies with other units that serve students. On the basis of these criteria, the second floor of Serra Hall has emerged as the best available space to locate the OSC. This space is easily accessible to students. It has approximately 11,000 square feet, which preliminary meetings with an outside architect indicate is adequate (though barely) for the OSC and its affiliated offices. It is adjacent to Undergraduate Admissions and will be in the same building as the International Center (which is being constructed on the third floor of Serra Hall this summer). Because space will be tight, new furniture sized and configured for the workspaces will be needed.

Organization

The offices that will be located together in the OSC complex are the One Stop Office (OSO), the Office of Financial Aid, the Registrar's Office, Student Accounts, the Summer and Intersession Office, and the Campus Card Office. All of these offices will be part of a single organizational unit. Some restructuring of these offices will occur as they take on different responsibilities in the new scheme. First, the Summer and Intersession Office will have a greatly reduced scope starting in Summer 2008 as the graduate courses in the SBA, SOLES, and SON will no longer be its responsibility and also the walk-in traffic for the rest of the courses will be handled by the OSO. Also, there is no fundamental reason why student enrollment should be handled differently for Summer and Intersession compared to Fall and Spring; to the contrary, it is confusing to the students to do so. Hence the Summer and Intersession Office be merged into the Office of the Registrar. Second, the duties of the Campus Card Office will be split between the OSO and Student Accounts, and hence the Campus Card Office would no longer be a separate administrative unit. OSO would handle the walk-in traffic for ID cards and parking permits, in keeping with the one stop philosophy. Student Accounts would take over the back office functions. The manager of Student Accounts has experience in overseeing campus card business functions from a previous position.

Personnel

The OSO is proposed to have nine employees: The OSO director, six OSO counselors (one of whom will be designated as the assistant director), a receptionist/campus card specialist, and an executive assistant. While all of these but the OSO director are new

positions, it is planned that most of the funding for them will come from eliminating customer service positions from the affiliated offices and shifting the funding to the OSO. In addition, given the reduced workload of the Summer and Intersession Office, its assistant director and graduate worker positions would be eliminated. Also, the three current Campus Card Office positions would be redistributed, with one staff position to OSO and the other staff position plus the administrative position to Student Accounts.

The persons in the seven non-student current positions will be encouraged to apply for the seven new positions in the OSO. It is desirable to hire most/all of them into the OSSC so that they can bring their current expertise to it. However, this is not guaranteed. It will be up to the OSO director to determine if these employees are suitable for the OSO positions. The same applies to the current campus card positions: the current employees will be encouraged to apply for the new positions, but the final decisions regarding hiring will be up to the OSO director and the manager of Student Accounts.

The funding for the OSO director, a current position, is already in place and the bulk of it came originally from the elimination of the Director of Campus Card Office position. The receptionist/campus card specialist salary would be the same as (and be funded by) one of the current staff Campus Card positions. In addition to the two positions in the Summer and Intersession Office mentioned above, the funding from two customer service positions each in the Office of Financial Aid, the Registrar's Office, and Student Accounts would be transferred to the OSO. Collectively, this means that the estimated new non-discretionary funding for the OSSC would be approximately \$80,000 (\$60,000 in salary plus \$20,000 in benefits).

The Renovation Domino Effect

The second floor of Serra Hall currently has five classrooms and a computer lab that will need to be replaced elsewhere on campus. Also, the spaces currently occupied by the offices that will move into the OSC will need to be reassigned. The chart below indicates the current plan for meeting these objectives:

| Current Usage | Location | Proposed Usage |
|-------------------------|-------------------------|---------------------------------------|
| Office of Financial Aid | 3rd Floor Hughes Center | Human Resources |
| Student Accounts | 2nd Floor Hughes Center | Payroll |
| Registrar's Office | Founders Hall | Two Classrooms |
| Graduate Records | Founders Hall | One Classroom* |
| Summer and Intersession | Founders Hall | Dean's Office A&S |
| HR/Payroll | Maher Hall | Three Classrooms and One Computer Lab |
| Campus Card | Loma | Bookstore |

* This classroom is replacing a classroom lost during the International Center renovation.

The space in Hughes Center currently occupied by Financial Aid and Student Accounts is not suitable for classroom use both because of its shape and because it is not appropriate

to have this use in an administration building. It is proposed to move HR and Payroll into these spaces in Hughes. This allows for Payroll to be in the same building as the Cashier's office, for these two units to be in the same building as their VP, for HR to be in the same building as the General Counsel, and for HR to be in a location that is more logical and expected for applicants. Exactly how the Cashier's office, Payroll, Loan Administration, and Human Resources will occupy this space is yet to be determined. Importantly, Financial Aid and Student Accounts currently occupy approximately 1131 more square feet than do HR and Payroll.

The space currently occupied by HR and Payroll would make good classroom space, and putting the computer lab in Maher puts it in close proximity to IT. The Dean's office of Arts and Sciences is desperately short of space, and the SIO space is adjacent to it. The Registrar's office space, with the exception of the vault which would be left as is for storage purpose, is suitable for classroom space. The Campus Card space would revert to the Bookstore.

Timeline

The opening of the OSC is planned for Fall 2008. Because of the renovation domino effect above, it will be necessary to start construction in Serra Hall in January in order to complete the entire project by the end of August. This means that the five classrooms in Serra would not be available for the Spring 2008 semester. Plans are being made to minimize any effects of this situation.

It would be optimum to hire the OSO employees several months prior to the planned opening. This will allow for the extensive training needed for an OSO counselor position. Also, they could spend some time working in each of the affiliated offices during the Spring semester in order to gain experience in the procedures of those offices and to build relationships with them. A job description for the OSO counselor positions was submitted to HR at the end of July, 2007, in order to start the process of creating these positions.

The additional funding needed for the OSO positions will be requested through the normal incremental budget process. A modest amount of discretionary funding will also be sought. If the counselors are hired prior to July 1, then some supplemental funding for 2007-08 will be needed.

Conclusion

The above plan deals comprehensively with the location, organization, personnel and space renovation issues associated with the creation of a One Stop Center at USD. It does so in a manner that will result in a high quality of student service while attempting to contain the costs to the university.