

PACRAO 2009 Session C2: **Dog-gone Good, Ongoing Staff Development**

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Washington State University Pullman, Registrar's Office

WSU Pullman is a rural, residential campus within the WSU statewide system and has an enrollment of approximately 19,000 students. The Registrar's Office on the Pullman campus has about two dozen full-time, permanent employees and about a dozen part-time, temporary staff members. The Registrar's Office reports to the Vice President for Enrollment Management, as does the Admissions Office, the Financial Aid and Scholarship Office, and the Recruitment Office.

Professional Development Committee

Over a year ago, the RO formed a professional development committee to coordinate the staff development that occurs at the weekly staff meetings; to help identify the repeat training topics; and to help coordinate other professional development in the office.

Celebrations

The RO gathers once a month for potluck lunches, comes together (if briefly) to celebrate individual birthdays, and gathers to commemorate milestones, such as completion of projects and departing employees (to retirement or to other jobs).

Common Reading Group

During fall semester, a group of employees (faculty, administrative/professional, and civil service) meet once a week to discuss a chapter from the Common Reading book that has been chosen for the incoming first-year class. The book this fall is *The Omnivore's Dilemma* by Michael Pollan.

Staff Meeting Spotlights

Our goal is to incorporate intentional staff development into each weekly staff meeting. This staff development takes different forms. Individuals who attend professional development workshops/trainings/conferences give back to the full staff by sharing highlights from that training. Individuals and areas present overviews of their area. New technologies (within the office and across the university) are demonstrated.

Repeat Training Topics for Staff Meetings

Because we have some staff turn-over and because some topics bear repeating, we have developed a list of topics that we cover annually at our staff meetings. These topics include: FERPA; state ethics; safety; harassment; etc.

Ongoing Leader Development

The officers have read and discussed books as a group. These discussions let us engage with ideas that are more expansive than many of our day-to-day agenda items. We used *The Spirit of Leadership: Optimizing Creativity and Change in Organizations* by Robert J. Spitzer as our first book.

Managing in Cougar Country (Open to all WSU Pullman departments)

This is an annual one-day staff development conference with plenary sessions and break-out sessions. This conference will be offered for the fifth year in 2010. Presenters and participants are all WSU employees.

Washington State University Vancouver, Student Affairs

WSU Vancouver is an urban commuter campus within the WSU statewide system and has an enrollment of about 3000 students. The student affairs unit on the Vancouver campus consists of approximately 35 staff members (currently 21 faculty/administrative professional and 14 civil service employees). Housed within the student affairs unit are the offices of admission, financial aid, registrar, student resource center (advising, career, disabilities, supplemental instruction, and testing), counseling, student involvement, student government, new student orientation, and cashier.

A **staff development committee**, made up of Faculty/AP and civil service employees, is formed each summer and charged with planning a program of activities for the upcoming academic year. There are often ideas that come out of the annual retreat as well as items submitted by staff members throughout the year that the committee uses as a foundation for their planning.

At the beginning of the fall semester, a **request for input** is sent to the entire staff asking them to choose their top three items of interest from a list compiled by the committee. Feedback is sent anonymously via a Web survey and the group uses the responses to build their program.

The unit has **monthly meetings** scheduled throughout the year and staff development activities are often incorporated into these gatherings. However some activities occur outside the monthly staff meeting time frame depending on the topic and the resources utilized.

There is also a **twice monthly unit newsletter** sent via e-mail that often includes links to various articles related to professional development. This bulletin also provides information regarding activities on campus or in the community that may be of interest to staff members.

Student affairs at WSU Vancouver also has a monthly “**celebration**” dedicated to recognition of staff achievements and milestones as well as general announcements to help keep the staff informed.

Each summer the entire unit meets off campus for the annual **staff retreat**. At this gathering the group reviews highlights and challenges of the past year and sets goals for the upcoming year. There are team building exercises, diversity awareness activities, personal wellness items, and social interactions to name a few. Often from this retreat ideas for staff development needs emerge and these initiatives are used in planning the following year’s staff development program.

Washington State University Spokane

As an urban campus of Washington State University, WSU Spokane provides an ideal atmosphere for learning by combining the high-quality scholarship of a top-rated research institution with the real-world experiences and lifestyle opportunities offered by its setting. Students at WSU Spokane range from full-time, traditional students to working adults balancing family responsibilities and community involvement along with their studies. More than 1,500 students from across the nation and around the world choose WSU Spokane as their destination, enriching the learning experience on campus. The student affairs unit on the Spokane campus consists of 7 staff members, (currently 5 faculty/administrative professional and 2 civil service employees). Housed within the student affairs unit are the offices of admission, financial aid, registrar, student resource center, (advising, career, disabilities, supplemental instruction, and testing), counseling, student government, campus scheduling, and cashier.

WSU Spokane has access to local training opportunities, offered free of charge, throughout the year. Most of these opportunities are provided through:

The Spokane Training Consortium which was established in 1989 to provide professional development and instruction to the employees of the various businesses participating. Currently, approximately twelve businesses participate; WA State Criminal Justice Center, VA Medical Center, Empire Health Services, Group Health, INHS, Espirit Technologies/Alpine College, Transportation Security Administration, Community Colleges of Spokane, Sacred Heart Medical Center, DSHS, Oxarc. *Supervisory Training* series and *Customer Service Training* series are offered twice a year. These are funded through volunteer time by the participating businesses. The trainers have expertise on the topics in which they cover through work experience and education. Typical group size is between 40 and 60 participants.

The CCS Leadership Development Program is offered through the Community Colleges of Spokane. LDP has gone on to garner national attention for its focus on developing leaders from within, and its facilitators have contributed to a dialogue about the state of leadership development in community colleges across the country. In conjunction with the learning community, they hold monthly Friday Forums, where leadership and organizational development experts share the latest in their respective fields.

Washington State University System

Skillsoft Online Courses

SkillSoft is an online collection of software, technology and management how-to workshops and resources. All WSU faculty, staff and students are welcome to use SkillSoft anytime. Both the workshops and resources are online so individuals can work at their own pace, on their own time.

Supervisory Training

Open to all current supervisors and managers, this series is designed to meet the training requirements defined by state law and required of all entry-level supervisors.

Enhanced Supervisory Training

This training series is designed especially for leads, supervisors and managers who are looking for more opportunities to learn and grow in their leadership abilities. Some of the sessions build upon topics examined in the Supervisory Training Series while others introduce additional concepts and skills. Each session is intended to be highly participative by incorporating case studies, structured activities and interactive discussion wherever possible.

Managing in Cougar Country

This is an annual one-day staff development conference on the Pullman campus with plenary sessions and break-out sessions. This conference will be offered for the fifth year in 2010. Presenters and participants are all WSU employees.

Central Washington University, Ellensburg, Registrar Services

CWU Ellensburg is a rural, residential campus and has an enrollment of approximately 8,900 students. Registrar Services in Ellensburg has about 20 full-time, permanent employees and about a 10 part-time, student employees. Registrar Services reports to the Associate Vice President for Enrollment Management, as does the Admissions Office, the Financial Aid and Scholarship Office, Student Employment, and Enrollment Management Technology Team. Registrar Services is responsible for Retention Communications, Enrollment, Records and Transcripts, Degree Checkout, Transfer Articulation and Curriculum, and the Veterans Service Center.

CWU is a comprehensive, four-year public university. We grant baccalaureate and master's degrees from our beautiful main campus in Ellensburg, Wash. and from six off-site centers: CWU-Lynnwood, CWU-Moses Lake, CWU-Des Moines, CWU-Pierce County, CWU-Wenatchee and CWU-Yakima. This past year we have also established 3 new teaching sites in Everett, Pierce and Green River. Registrar Services plays a key role in training and ensuring academic policies are being followed at the centers and teaching sites.

Beyond outstanding education and research, Central offers small classes taught by first-rate professors who value learning above all else. Central is home to a vibrant student community that supports diversity and nurtures interaction and involvement. At Central, we prepare students to take responsibility for themselves, their communities and the earth. We also serve as an intellectual resource for the region, assisting in solving human and environmental problems. Finally, as a community of scholars, we are committed to:

- Helping every student develop and achieve their greatest goals
- Excellence, achieved through a diversity of ideas and people
- A rigorous curriculum and exceptional teaching
- Intellectual inquiry, exploration and application, and
- A supportive university community

Professional Development

Although Central doesn't have a professional development committee, we are dedicated to ensuring that our team proactively is involved in community building, professional development, committee participation, and attendance at professional conferences.

Celebrations

Enrollment Management gathers once a month to celebrate individual birthdays, employee awards, hitting enrollment targets, completion of projects and departing employees (to retirement or to other jobs).

Staff Meeting and Annual Retreat

Registrar Services meets in smaller units twice a month, and for an annual retreat. At our annual retreat we have team building activities, and set our goals for the coming year. This year we are going back to the basics and concentrating on team work and customer service. Therefore, each unit lead or supervisor is responsible for incorporating the theme into their unit staff meetings, while also ensuring that at each meeting a different person gets to present the theme professional development topic. Individuals who attend professional development workshops/trainings/conferences give back to the full staff by sharing highlights from that training. Each unit incorporates guest speakers into their meetings, and shares ideas on new processes, technologies, challenges and ideas.

Cross Divisional Unit Lead Meetings

The Registrar created a unit lead meeting for cross divisional supervisors, directors, and/or leaders. We meet once a month, and share what is happening in other units. This has really helped increase communication across the university, and ensures that everyone is up to date on new procedures, peak busy times, challenges, and gives the mid-level management team the opportunity to address challenges and successes.

Registrar Service Training

The Registrar's office provides training to the campus community on FERPA, Records Management, How to use the Safari Student Information System, and Retention Communications Management.

CWU Training System

The CWU training system is sponsored by our Human Resources department. They have both online and in-person training opportunities for faculty and staff. Although the online training system only provides two classes at this time, it is anticipated that it will grow in the future.

In-Person Training

Financial Planning for Retirement - Classified Staff
Emergency Preparedness Planning and Responding to a Hostile Intruder
Preventing Sexual Harassment (DE Avail.)
Timekeeper Training
Financial Planning for Retirement - Faculty/Exempt Staff
Handling Conflict and Difficult Situations
Financial Planning for Retirement - Faculty/Exempt Staff
New Employee Orientation
Recruitment and Selection Process (DE Avail.)
Speaking to be Heard, Listening to Understand (Series of 3)
Timekeeper Training
Performance Management: PDP
Labor Relations Practices and Process
Just Cause: Providing Corrective Feedback
New Employee Orientation
Accommodating Disabilities in the Workplace: An Introduction (DE Avail.)
Developing an Effective Position Description (DE Avail.)
Ethics: Making the Right Decisions
Preventing Employment Discrimination

Online Training: The Training & Development Office offers two courses that are available online as well as in a classroom setting: [Preventing Sexual Harassment/Appropriate Workplace Behavior](#) and [Preventing Employment Discrimination](#).

Learning Tracks: The purpose of the emerging leaders development track is to identify and develop lead staff, new supervisors, and managers through career development and succession. This is a compilation of different tracks that help support new supervisors, faculty and managers. Detailed information can be found at www.cwu.edu/~training/cat/index.html.

Tips for Making “Staff Development” an Ongoing Activity

- Include some staff training in every meeting.
- Form a weekly book group to read and discuss a staff development book together.
- Establish a staff development committee to make staff development an ongoing activity.
- Create a list and/or calendar of staff development topics that are repeated every year.
- Invite colleagues from outside your area to come speak to your area.
- Encourage staff members, especially newcomers to your area, to ask questions.
- Remember to define terms and spell out acronyms and de-mystify jargon in every meeting.
- Tell stories with lessons that remind colleagues of your core values, such as student service and continuous improvement and appreciating contributions.
- Think of celebrations as potential opportunities for staff development.
- Ask staff members to spotlight their work as a form of staff development.
- Encourage staff members to “pay it forward” when they return from training or conferences outside the office.

- Use the PACRAO Writers Group articles as quick references for just-in-time staff development.
 - Read books and articles on staff development topics and report the highlights at staff meetings.
 - Make the most of university-wide and/or local training opportunities.
 - Attend public lectures on campus and share with others the most fascinating facts.
 - Survey the staff to ask what staff development they would like to see offered.
 - Ask staff members what they would like to teach others.
 - Produce a newsletter with information and links to good websites for staff training.
 - Attend PACRAO workshops in your local area; host a workshop on your campus.
 - Remember that mastering new skills and assuming new responsibilities is a form of staff development.
 - Consider making some mentoring connections.
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Sit - Roll Over – Bark! (Training and Team Building Ideas)

Ghost Caller:

Select 2 students who will be responsible for calling and rating each of your team members at least 2-3 times each throughout the term.

Each person will be rated according to the following criteria:

1. Greeting
2. Tone
3. Information Provided
4. Helpfulness
5. Courteousness
6. Closing

Each person will be rated on a scale of 1-10. Average each person's score individually; whoever has the highest score will receive the Customer Service Award of the term. Prizes can be a certificate and a free lunch, coffee card, leave early, etc.

Theme Based Retreats

Hawaiian Luau – have grass skirts and hula contests in between training with prizes like pineapples, papaya, sand bucket, swim goggles, beach balls, etc. The food should match the theme.

Back to School – Review back to the basic skills such as customer service, phone etiquette, dress, email etiquette, cubicle etiquette, mission statement. Use elementary style teaching tools like the alphabet posted on the wall, a bell to switch tables (but you can't sit with the same people as the last activity or learning experience). Use hall and bathroom passes for breaks. Cuisine should match! (chicken nuggets anyone?).

Safari – Does your campus have a leadership office, if so, ask if you can have someone from the leadership office come up with leadership activities, and use a leadership course if you have one. This is a great way to build team work, and have fun outside of the office.

Gone Fishin' - Use the FISH Philosophy Video. Use stuffed fish animals, and concentrate on the following activities:

- Play – Energy, Team Commitment, and Fun!
- Make Their Day – Service Activity

- Be There – Focus on Customer Service
- Choose Your Attitude - Guest Presenter or Video on making positive choices

Team Building Ideas:

Navigation 101: Teaches how to work as a team. Create a scavenger hunt or course throughout your campus using clues to get to different destinations (we used hand held GPS systems that the Leadership Office had). At each destination there will be a clue or a prize (we use Regi Bucks, and the first team to the location gets to pick the highest monetary value). Create your teams to mix it up with different generation of team members. This is a good idea to work on listening skills, how to work across generations, you will find that natural leaders and followers all fall into place, and it demonstrates on how everyone is important on a team to get the job done.

Balancing Act: Another great team building activity. Use a small ring and attach 6 – 10 thin ropes to it. Each team has to balance a ball in the center of the ring, and navigate through an obstacle course without dropping their center ball. If they drop the ball, the team has to start over.

Blindsided: Break into teams (a minimum of 3 members per team). One person is blindfolded (this person is your ears), one person stands on their home base with their back to the blindfolded person (this is your voice), a third person faces the person designated as the voice (but they can not speak, they can only act out directions for the voice to call to the blindfolded person). The blindfolded person has to be able to find their nerf ball, and toss it at the opposing teams blindfolded person. If they hit the opposing time, then they are out. You repeat this until there is only one team standing.

WaACRAO

In Washington, WaACRAO offers an annual conference and leadership opportunities. Check your respective state-wide organization for ideas and resources.

PACRAO

Annual Conference

The annual conference has been called the gold standard for professional development, starting with pre-conference workshops and including dozens of sessions on a variety of topics. Networking with colleagues is also a valuable development opportunity at the conferences.

Local Professional Development Workshops

Workshops are hosted on campuses and presented by PACRAO colleagues and other experts. The intent is to offer professional development for those deeper in an office and at a cheaper cost (usually free!) than conference attendance. Recent topics have included FERPA; Immigration; Professional Competencies; and Community Building.

Leadership Opportunities

For on-the-job development, PACRAO offers roles as facilitators, presenters, committee members, committee chairs, writers, and board members.

Articles by the PACRAO Writers Group

Approximately 50 articles are available on the PACRAO website, and more are articles are added monthly. These articles, written by PACRAO colleagues, offer a wealth of material for the development of individuals and groups. Topics include admissions; registrar; compliance; diversity; enrollment management; professional development; and staff development.

Topic Index (articles are available in doc format, unless otherwise listed)

- **Admissions Topics** – Marketing, Recruiting, International Admissions
 - [Understanding the Millennial Generation](#)
 - [Dual Enrollment](#)
 - [New SAT Impact](#) (pdf)
- **Registrar Topics** – Registration/Records Management
 - [Peer Advising](#)
 - [Online Orientation](#)
 - [Invisible vs Visible Registrar](#)
 - [Strategies for Converting SSN's](#)
 - [Degree Audit Systems...Are They Worth It?](#)
 - [Degree Audit Systems - Are they Worth it Part 2](#) (pdf)
 - [Authentication of Faculty Grading: Whose Opinion Matters?](#)
 - [Faculty Grade Entry: University of Phoenix](#)
 - [From Bugs to Beadle](#)
 - [Incorporating Non-Credit Curriculum](#) (pdf)
- **Compliance** – FERPA, Right to Know, SEVIS
 - [CSI FERPA: The quest for solutions](#)
 - [SEVIS: One Institution's Tale of Implementation](#)
 - **NEW** [SEVIS: The Impact on American Colleges and Universities](#)
 - [Beyond FERPA: Maintaining the Privacy and Confidentiality of Student Data](#)
- **Diversity**
 - [Diversity Dimensions](#)
- **Enrollment Management/Enrollment Services**
 - [Strategic Enrollment Management: Lessons from Hogwarts School](#)
 - [Making the Case for the Importance of Student Retention](#)
 - [Selecting Peer Institutions](#)
 - [Book Review: Jim Collins "Good to Great" and Its Applicability to Enrollment Services](#)
 - [Enrollment Management: Key Elements for Building and Implementing an Enrollment Plan](#)
 - [National Student Exchange: How Enrollment Services Helps Students Have the Best Experience Possible](#)
 - [Financial Literacy & Retention](#)
 - [Data Driven Decisions](#) (pdf)
 - [UBC Enrolment Services Business Redesign](#) (pdf)
 - [Simon Fraser University History](#) (pdf)
- **Professional Development**
 - [Change, Contributions, and Colleagues](#) (pdf)
 - [Organizational Theory: Evaluating Departmental Effectiveness](#) (pdf)
 - [Utilizing your Institution's Sorting Hat](#) (doc)
 - [Life Interrupted: How to Help Your Staff Maintain Their Sanity at Work](#) (doc)
 - [Mentoring Student Employees](#) (doc)
 - [An Interview with Retiring Past PACRAO President and UPS University Registrar, John Finney](#) (doc)
 - [It Is an Issue of Access](#) (doc)
 - [Balancing Life and Work](#) (pdf)
 - [Have You Given at the Office Lately](#)
 - [The Business of Higher Education: Understanding Institutional Decision Drivers](#)
 - [Book Review: First, Break all the Rules: What the World's Greatest Managers Do Differently](#)
 - [Book Review: Mentoring - Is It for Me?](#)

- [Living Life Powerfully](#)
- [Book Review: Toxic Emotions](#)
- [Ethical Behavior for Today's Workplace](#) (pdf)
- **Staff Development**
 - [A Game Plan for When Your Office Starting Lineup Ends up on Injured Reserve](#) (pdf)
 - [Providing Excellent Student Services on a Shoe String](#) (pdf)
 - [Solid Gold](#) (doc)
 - [Flannel on My Back and Slippers on My Feet](#) (doc)
 - [Supervising Student Employees](#)
 - [A New Registrar: Adapting to a Change in Leadership](#)
 - [Computer Services Managers: The IT Edge](#)
 - [Leading the Next Generation](#)
 - [Consider Hiring a Former Student for Your Next Open Position](#)
 - [Supporting Staff Through Reorganization](#)
 - [Building Your Dream Team](#)

AACRAO

At the national level, AACRAO offers an annual conference, specialized conferences (such as SEM: Strategic Enrollment Management and Registrar 101), online courses, publications, and leadership opportunities. Volunteering to be a member of an AACRAO committee can be a great way to become more involved with AACRAO.

Suggested Resources

The Art of Possibility: Transforming Professional and Personal Life by Rosamund Stone Zander and Benjamin Zander

The Big Book of Team Building Games: Trust-Building Activities, Team Spirit Exercises, and Other Fun Things to Do by John W. Newstrom & Edward E. Scannell

The Carrot Principle: How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance by Adrian Gostick and Chester Elton.

The College Administrator's Survival Guide by G. K. Gunsalus

Dealing with People You Can't Stand: How to Bring Out the Best in People at Their Worst by Rick Brinkman and Rick Kirschner

Dog breed personality test: http://www.dogster.com/quizzes/what_dog_breed_are_you/

Games Trainers Play by Edward E. Scannell & John W. Newstrom

Good to Great: Why Some Companies Make the Leap . . . and Others Don't by Jim Collins

The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations by James M. Kouzes and Barry Z. Posner

Managing for Outcomes: Shifting from Process-Centric to Results-Oriented Operations by Wayne Sigler

More Quick Team-Building Activities for Busy Managers: 50 New Exercises That Get Results in Just 15 Minutes by Brian Cole Miller

Motivating the “What’s In It for Me?” Workforce: Managing Across the Generational Divide by Cam Marston

The Registrar’s Guide: Evolving Best Practices in Records and Registration edited by Barbara Lauren

The Spirit of Leadership: Optimizing Creativity and Change in Organizations by Robert J. Spitzer

Who Moved My Cheese? An A-Mazing Way to Deal with Change in Your Work and in Your Life by Spencer Johnson

52 Activities for Exploring Values Differences by Donna M. Stringer & Patricia A. Cassidy

75 Cage-Rattling Questions to Change the Way You Work by Dick Whitney and Melissa Giovagnoli

1001 Ways to Energize Employees by Bob Nelson

1001 Ways to Reward Employees by Bob Nelson

1001 Ways to Take Initiative at Work by Bob Nelson

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