



Continuing Momentum for Change

The Power of



University of Wisconsin
Eau Claire

NCCI Coffee Break

October 20, 2016

Presenters:

James Schmidt, Chancellor

Kristen Hendrickson, Executive Director,
Administrative Support and Knowledge Center

Billy Felz, Executive Director, Advising, Retention
and Career Center

The Power of  AND

University of Wisconsin
Eau Claire



Our Agenda

- Impetus for Change
- University Response
- Keys to Successful Change Efforts
- Discussion

UW-Eau Claire



among Midwest public
regional universities

U.S. News & World Report Best Colleges 2017



Impetus for Change

\$250 Million

2015-17 Reduction to UW System

2015-17

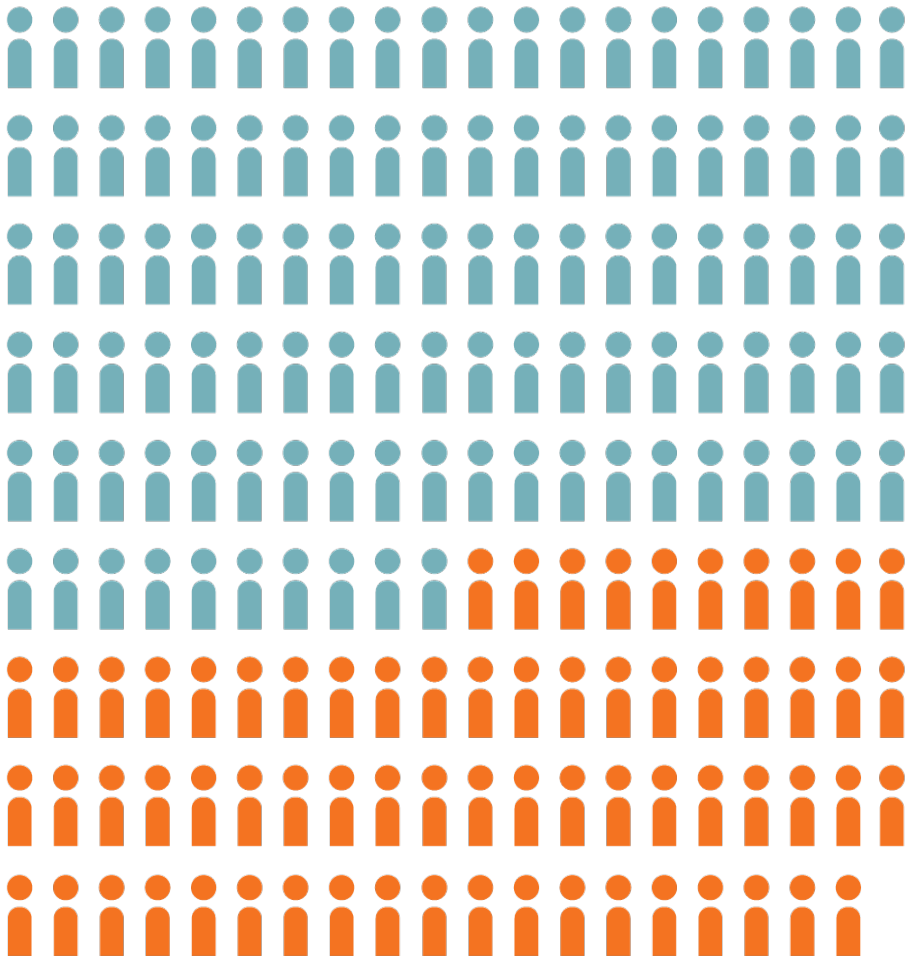
Reduction to UW-Eau Claire

2015 Allocable State Appropriation:
\$30.1 million

UW-Eau Claire Reduction Share:
\$7.7 million

26% cut

Impact of State budget reduction on Faculty and Staff



179

faculty and staff full-time equivalent positions cut

69 instructional

full-time equivalent positions cut from our classrooms — represents almost 90 people



University Response - Changing Structure & Culture

- **Administrative Support and Knowledge Center**
- **Advising, Retention and Career Center**
- Student Services One-Stop
- Creative Services
- Facilities

Guidepost Goals

- 100% of students participating in two high-impact practices
- 90% of our entering students retained to their sophomore year
- 50% of all students graduating with four years
- 20% enrollment of students of color and elimination of the opportunity gap

Changing Structure & Culture

UW-Eau Claire ASK Center

Providing
exemplary
support services

Focusing on
continuous
improvement

Reducing
bureaucracy

Faculty, Staff, Units, Departments



Firstsource Colleague Support Team
Handles Routine Requests

Forwards Complex Requests

Accounts
Payable
Team

Purchasing
Team

Accounting
Team

Human
Resources
Team

Risk
Management
Safety Team

Administrative Support and Knowledge Center



Changing Structure & Culture - the ASK Center

Successes

Building service culture
from the front to the back

Breaking down siloes &
building a team

Hiring the right people &
valuing those in place

Challenges

Ability to focus on process
improvement with staffing
levels

Physical location - we are
split between three
locations

Desire to go back to the
way things used to be

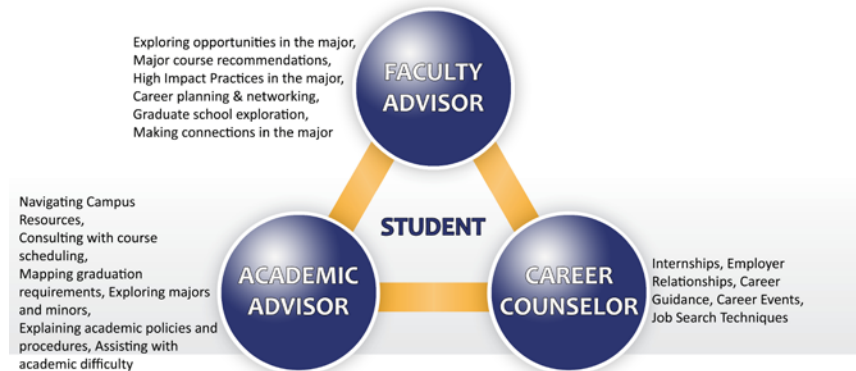
Culture Change & ARCC

Where We Were

- 4 colleges, each providing a variety of advising
- Wide spectrum of faculty involvement with advising
- An independent career services office
- Multitude of supplemental advising services campus-wide

Where we are going

BLUGOLD ADVISING TRIANGLE





Culture Change & ARCC

The Voices of Dissent

- Why are we being forced to fix something that isn't broken!?!
- "This is sacred territory" you are dealing with...
- Six different offices/Zero solutions offered
- We're moving!?!

The Voice of Reason

- Skills, interest and attitude assessment
- Implementation teams
- Empowering the SME's
- Owning the phrase "We are a work in progress"

ARCC-What Worked and Didn't

What Worked?

- Implementation Teams
- Clear missions to drive solutions
- Communication for engagement

What Didn't?

- Mass hiring timeline
- Proscribed staffing structure



Keys to Successful Change Efforts

- Focus on continuous improvement - not perfection
- Put the right people in the right places - then empower them!
- Support change leaders
- Communication strategies



Communication Strategies

- Meetings with stakeholder groups - more intense & frequent communication with impacted staff
- Weekly meeting with Change Leaders
- Updates to the campus from Chancellor

Discussion

- What strategies have you employed to change campus culture?
- What questions do you have for us?

The Power of **AND**

University of Wisconsin
Eau Claire