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HIGHER ED & RESEARCH TECH SUMMIT

Student-Centered Service

Lessons from TWU's Connected Campus Program and Service Hub

Session Objectives



How & why TWU created a program to focus on student experience

How TWU got its Service Hub off the ground

Lessons Learned & Takeaways



TRINITY WESTERN
UNIVERSITY

ROBERT G. KUHN CENTRE

- Private, Faith-Based
- 4 Campuses
- 7 Schools & Faculties
- 48 Undergraduate Programs
- 20 Graduate Programs
- 5,000 students
- ~50% international
- 4th Oldest University in BC



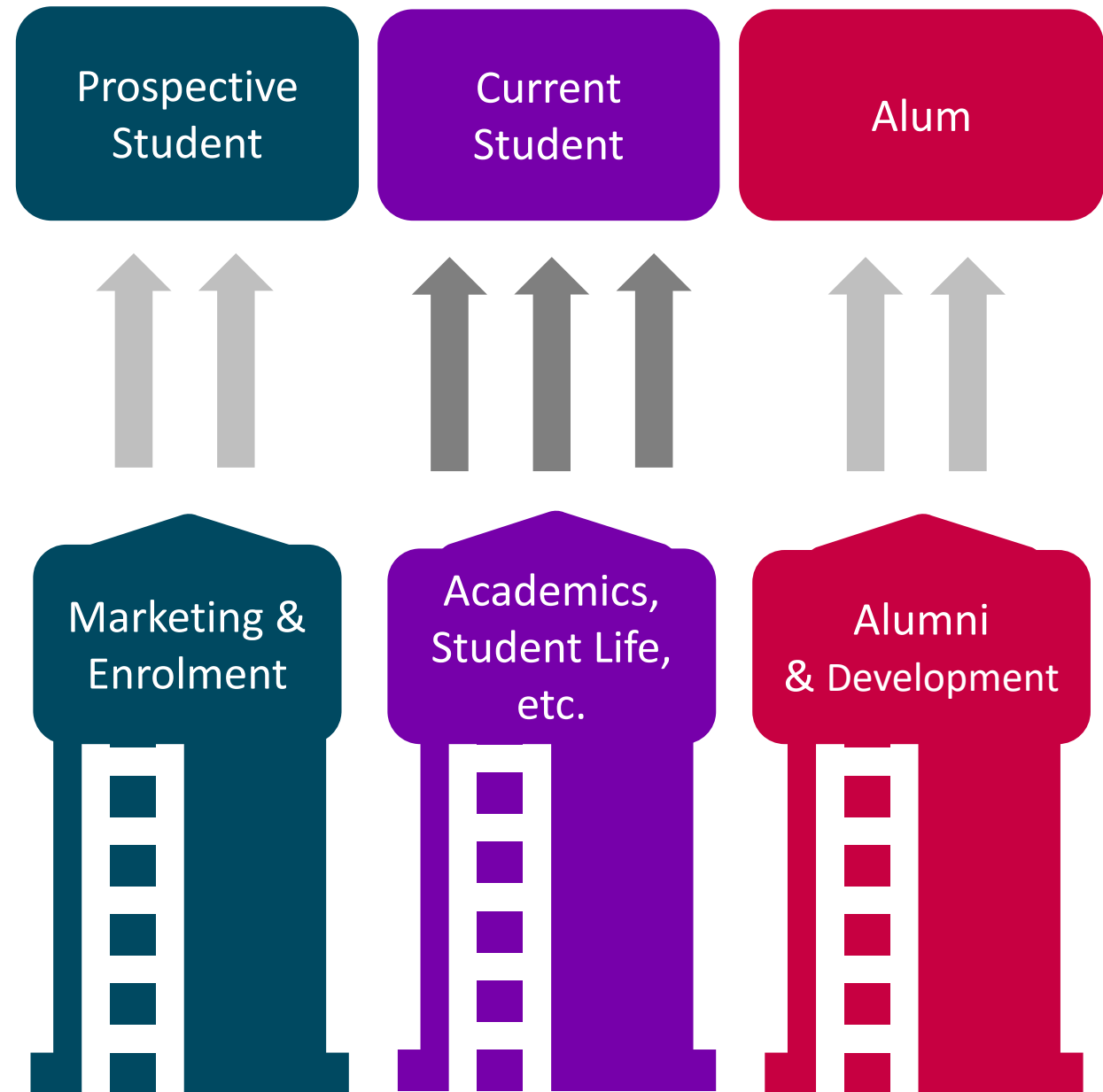
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Part 1

TWU's Connected Campus Program

Our Motivation

- A desire to serve well, but...
- Serving students in siloes
- Department/Function-Centric
- Lack of awareness of the student journey
- Low in Technical Ability, Prioritization & Integration
- Governance & Strategy Gap







LEGEND

- | | |
|------------------|-----------------------------------|
| 1. Attract ● | A. Learning Commons |
| 2. Application ● | B. Clubs |
| 3. Accepted ● | C. Student Leadership |
| 4. Enrolled ● | D. Spartan Teams |
| 5. Orientation | E. Information Technology |
| 6. First Year | F. Events |
| 7. Second Year | G. Ministries |
| 8. Third Year | H. Alumni Chapters |
| 9. Fourth year | I. Donor Events & Parent Chapters |
| 10. Graduation | |
| 11. Alumni | |
| 12. Donor | |
| 13. Parent | |

● TWU Guide

STUDENT JOURNEY



Predictable Results



Student experience improvements come from local efforts, within individual departments



Decision-making is based on influence



The left hand doesn't know what the right is doing



'Easy wins' are not easy



IT is often a bottleneck

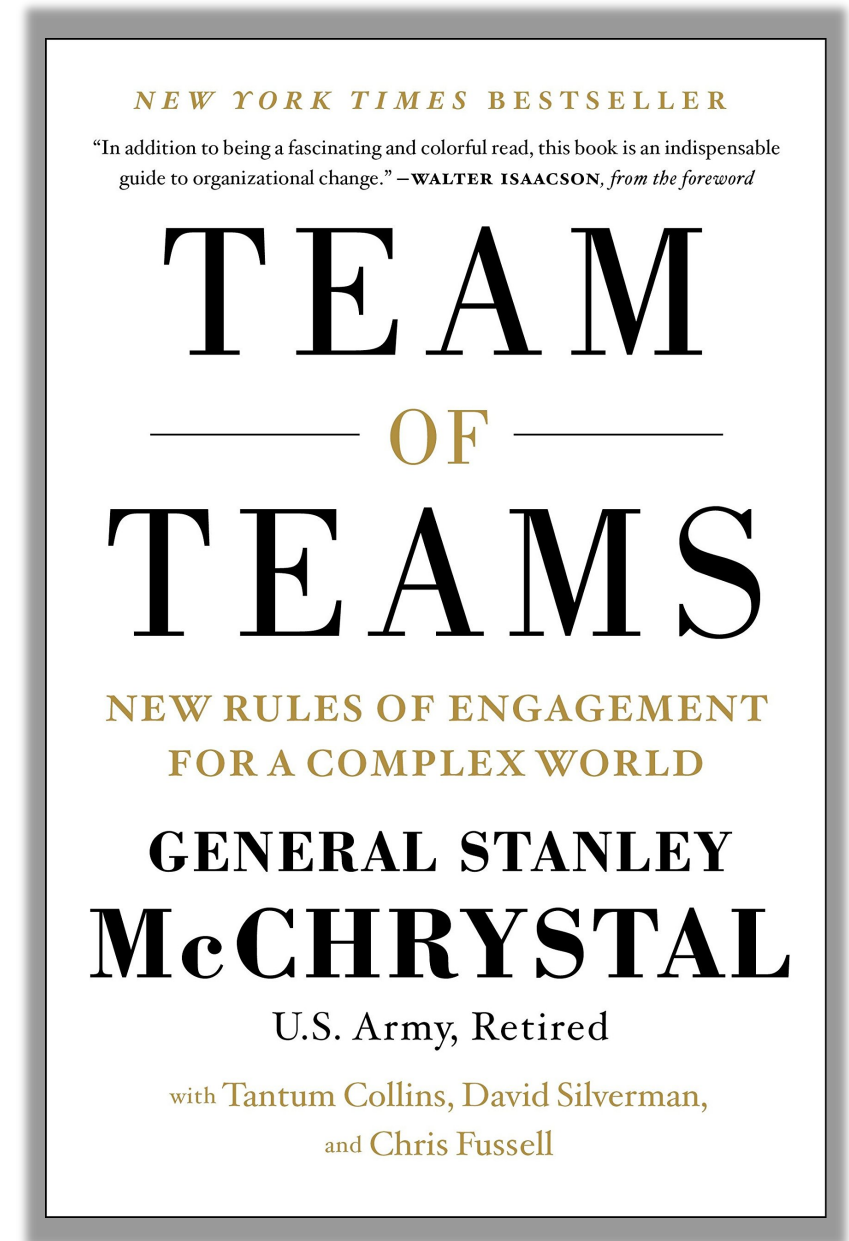


Team of Teams

...a new way of **thinking**
and **leading** that allows
organizations to adapt and
innovate nimbly in a
complex world.



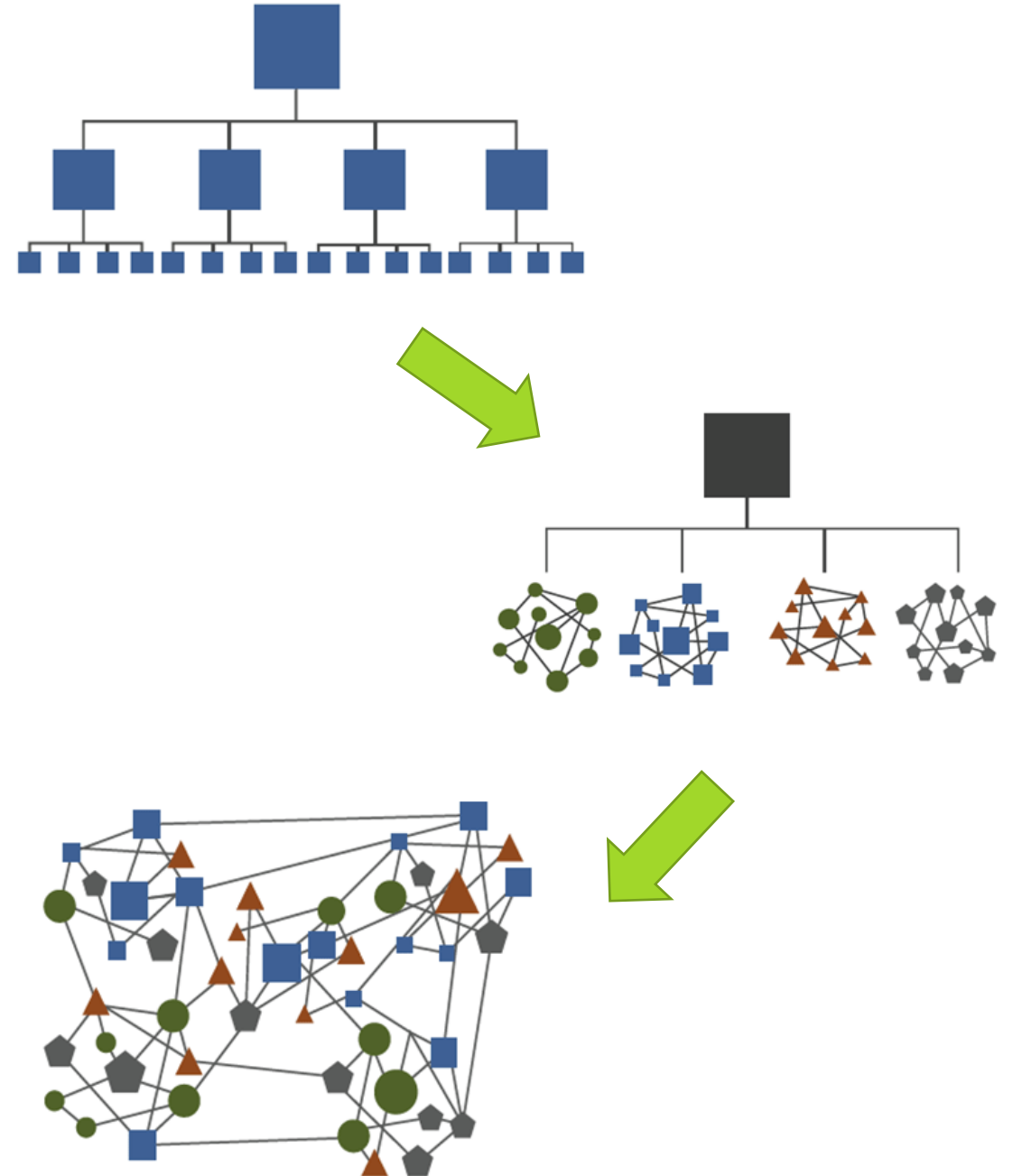
Student-Centered Service: Lessons from
TWU's Connected Campus Program and
Service Hub



COVID-19 Taskforces

- May 2020
- Network of Teams Created
- 7 Cross-Functional Taskforces
 - (Communications, Enrolment, Facilities, Virtual Campus, Multi-Access, ect...)
- 80 Days

Expanding our face-to-face campus learning experience with an innovative, multi-access model...





Comprehensive & Interactive Virtual Campus Experience



Taskforce Example: Call Campaign

- Built a Dashboard (Salesforce)
- Setup Team of 50 people
- Called 5,000 students
- 2-3 times each
- Over 3 months

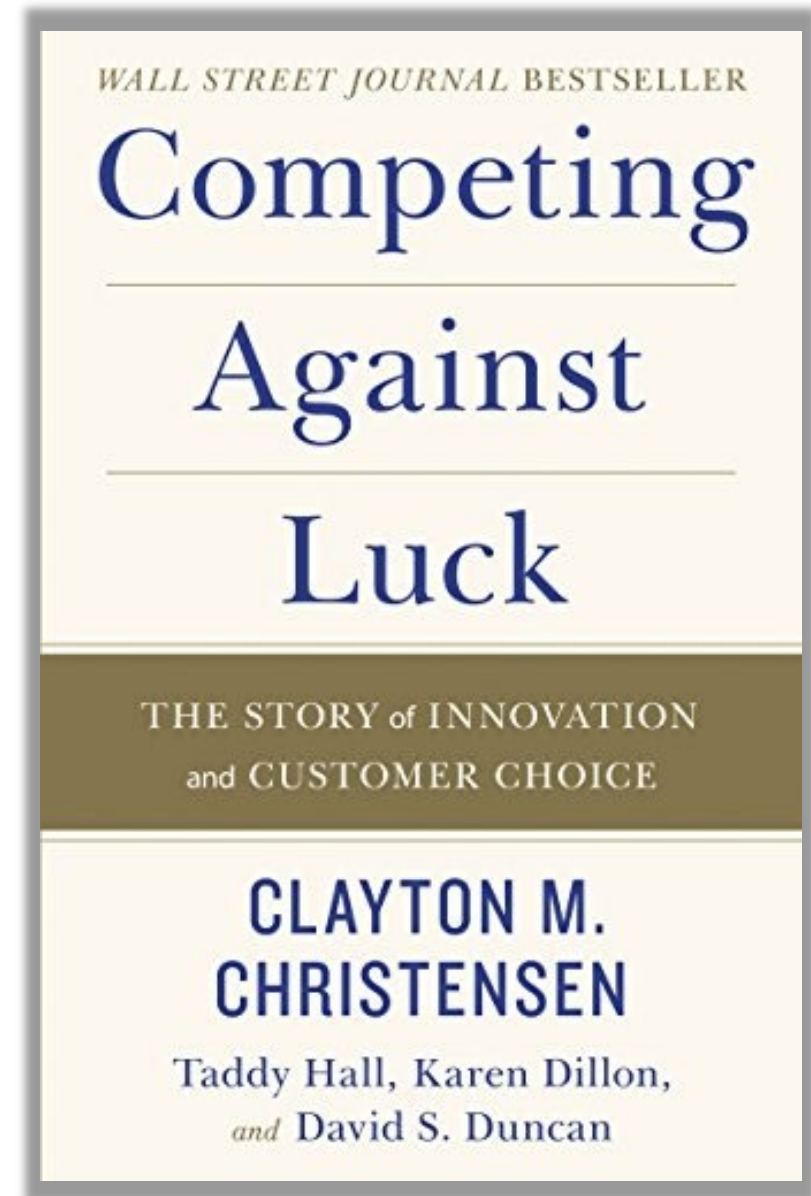




Competing Against Luck

- Jobs-to-be-Done Theory
 - Customers don't buy products and services; they hire them to do a job
- Need to understand the job you've been hired to help with.
- Practical approach to innovation

“People do not want a quarter-inch drill; they want a quarter inch hole”





x Bigger Milkshakes

x New Flavours

x Chocolatier

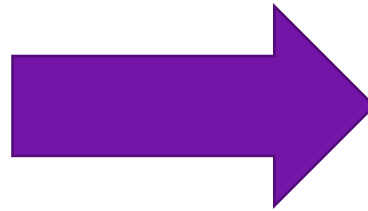
✓ Pre-Paid Swipe Cards

✓ Self Service

✓ Thicker Milkshakes



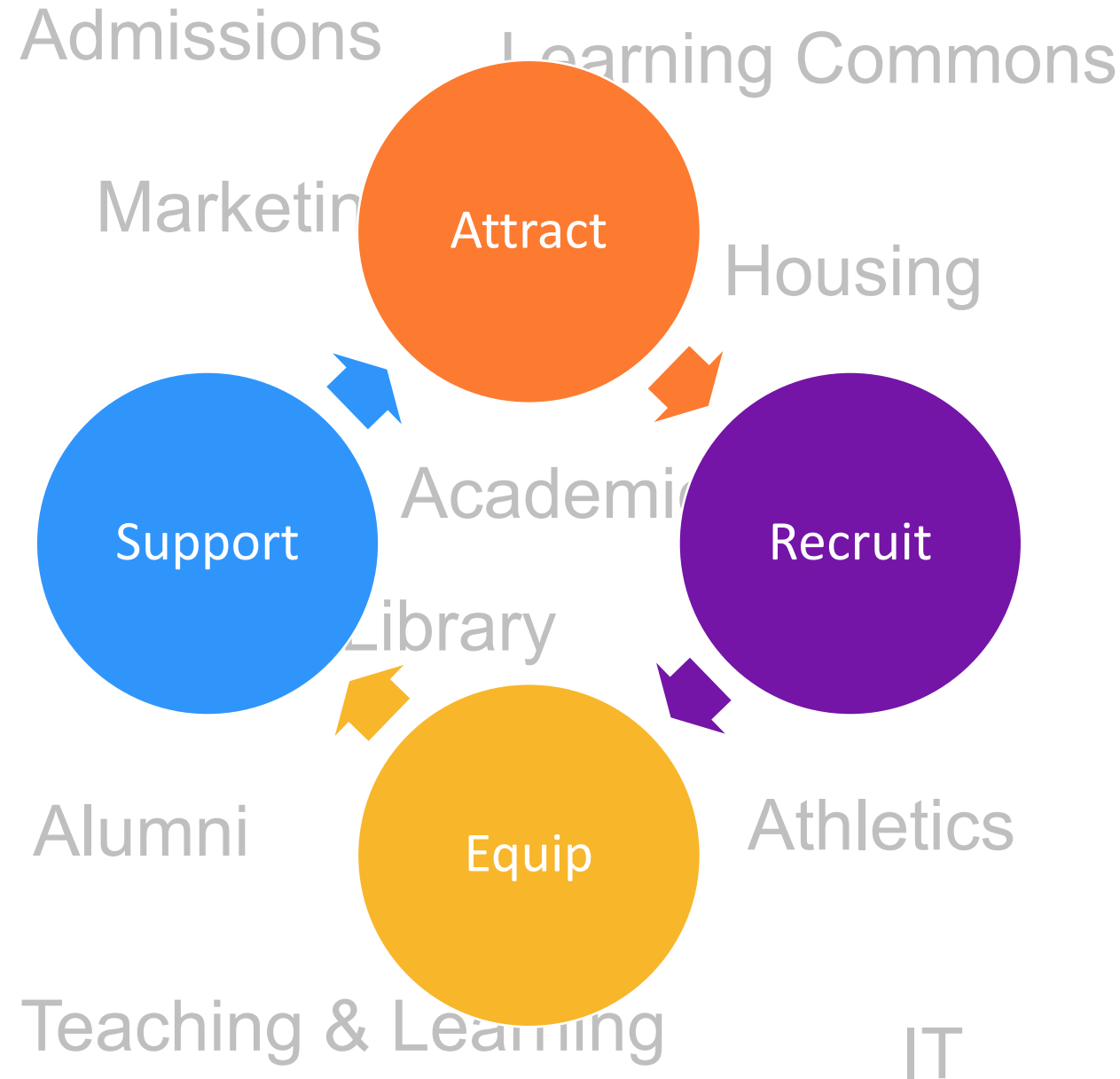
Comprehensive &
Interactive Virtual
Campus Experience



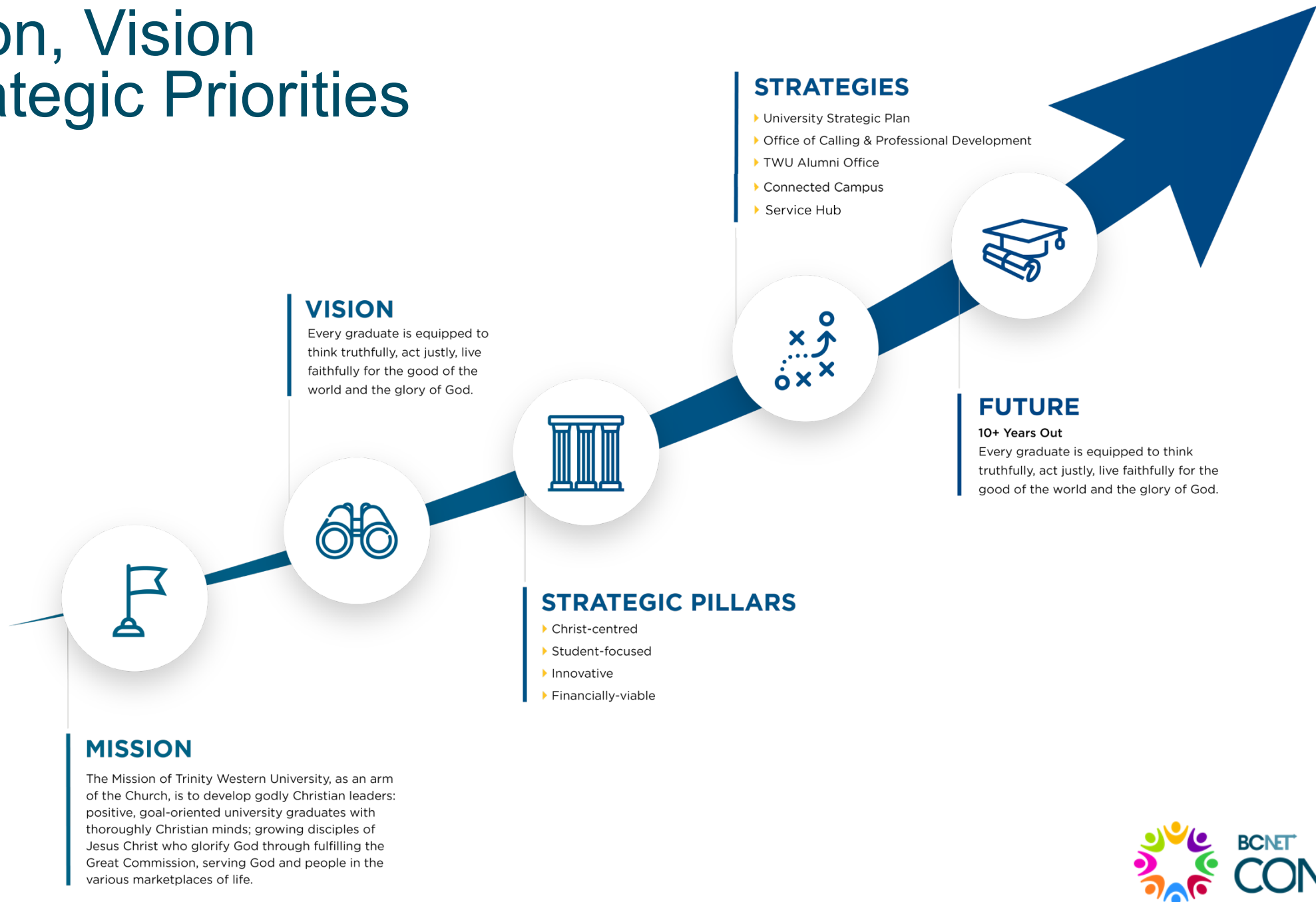
Remove barriers
& close gaps
in the student journey

Program Vision

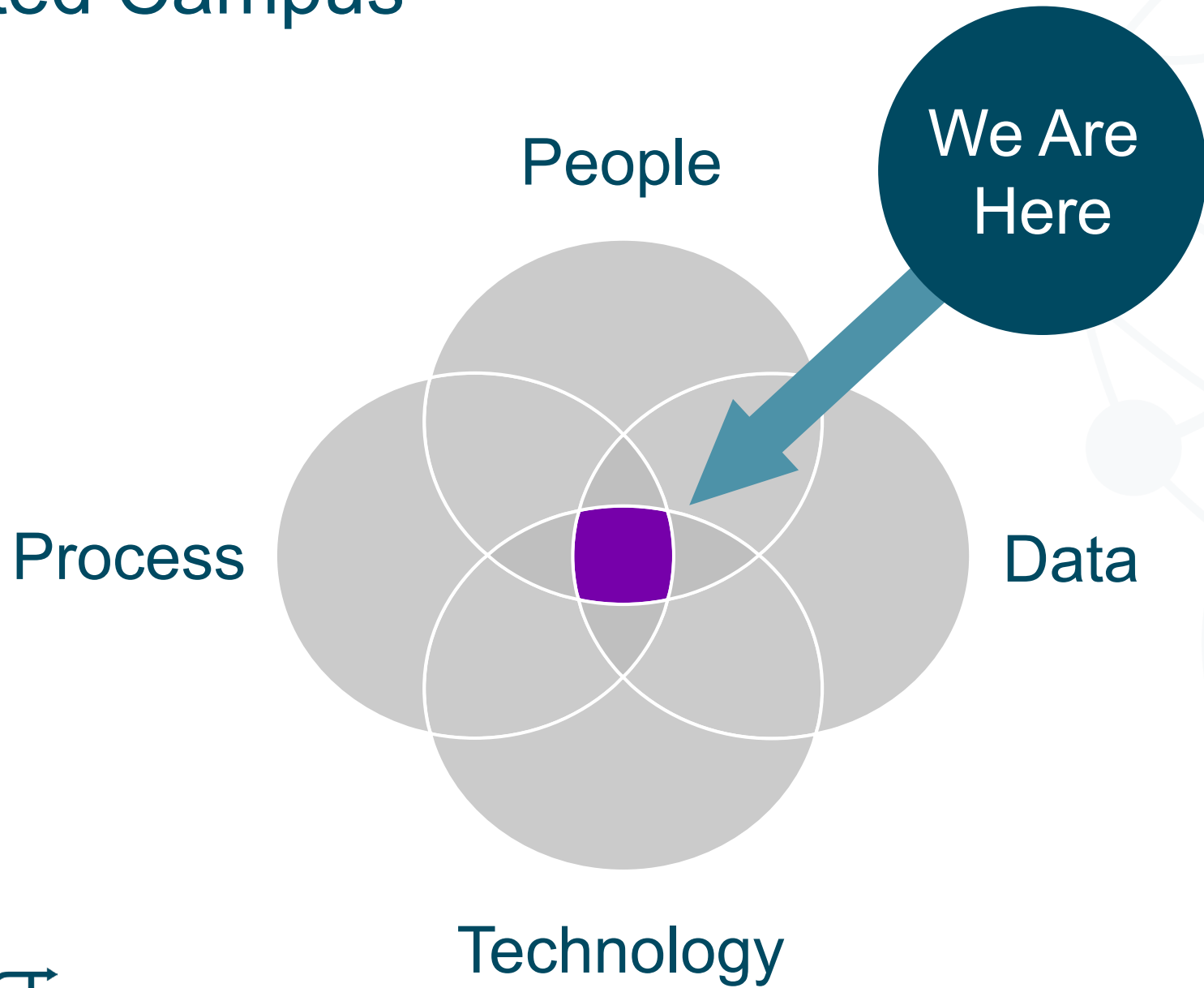
- Seamless Student Experience across time, location, program
- Awareness and consideration of the overall journey
- Leverage technology and data



Mission, Vision & Strategic Priorities



Connected Campus



Project Management Maturity



Governance

Executive Sponsor

Senior VP, Enrolment, Personal & Career Development

Steering Committee

Sr. Leaders from across the organization
3 members of University Presidents Cabinet

Program Co-Chairs

Chief Information Officer
Senior Director of Ops & Systems, Enrolment, Personal & Career Development

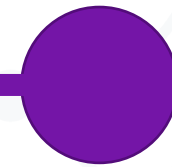
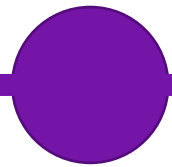
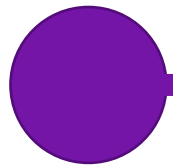
Program Manager

Timeline

March - May
2021

June
2021

Fall
2022



Stakeholder
Engagement &
Program Charter

Steering
Committee
Struck

Steering
Committee
Disbanded

Connected Campus Final Report

Project	Idea	Consult	Initiate	Execute	Close	Next Steps
Experiential Record					X	Decision made to terminate. Will be revived in a different form.
Marketing Cloud					X	Phase 1 closed. Phase 2 TBD.
Service Hub					X	In operations, expansion plans TBD.
Salesforce Strategy Exploration					X	TBD
Retention 2.0					X	In operations.
Student Advising Project				X		Closing June 2023
Student Portal				X		
Harmonized Appointment Booking					X	Explored & deferred

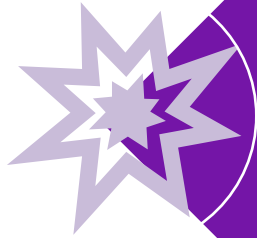
Successes

- ✓ Filled a governance & strategy gap
- ✓ Directed resources towards higher-value work:
- ✓ Introduced formal change management training & practices
- ✓ Introduced 'light' project management
- ✓ We closed out the program in anticipation of TWU strategic plan, and now using it as a springboard for a Retention effort

Challenges



Our Steering Committee didn't fully/consistently understand the point of the program



Program was highly visible yet poorly understood by executives – an easy target



We 'adopted' some projects that were already underway and needed a home – but didn't really fit or weren't good projects



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Part 2

TWU's Service Hub



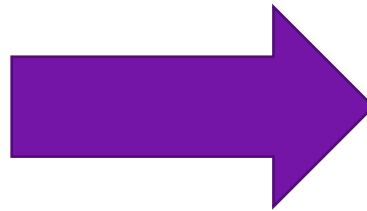




Campus Concierge

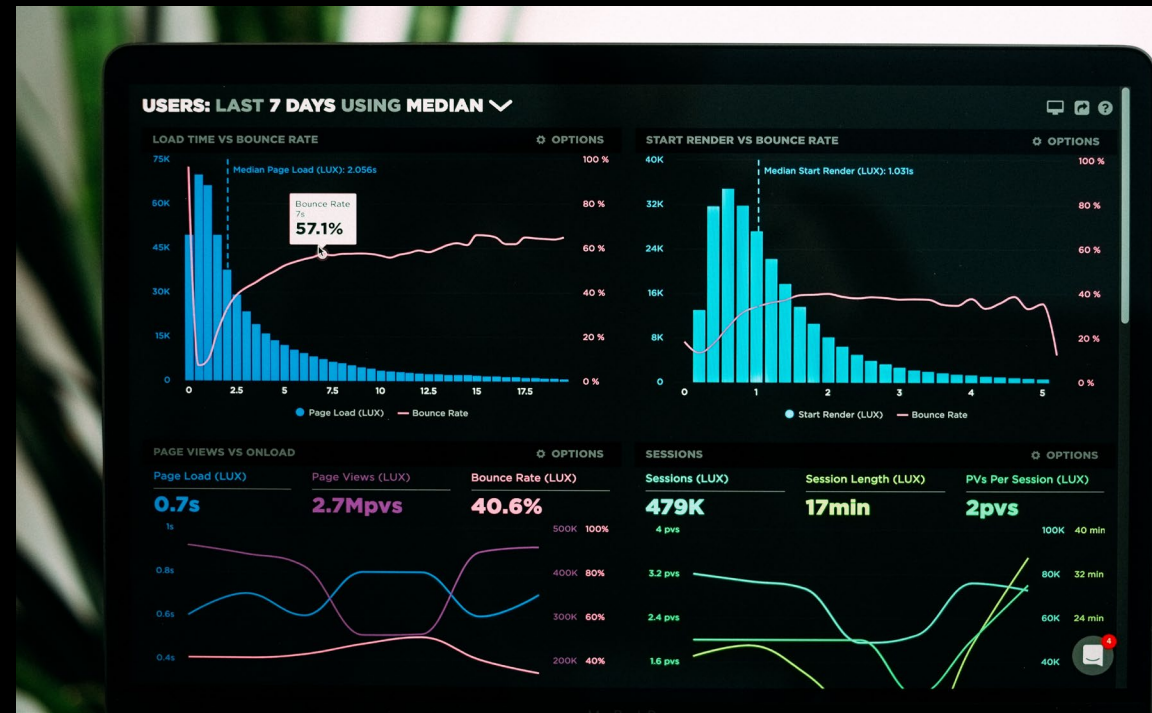


Campus
Concierge



Enterprise Service
Management (ESM)
Strategy





Service Hub Ingredients



Support from 3
senior leaders



A leader with the
vision and drive



Front desk &
office space



An existing
common platform



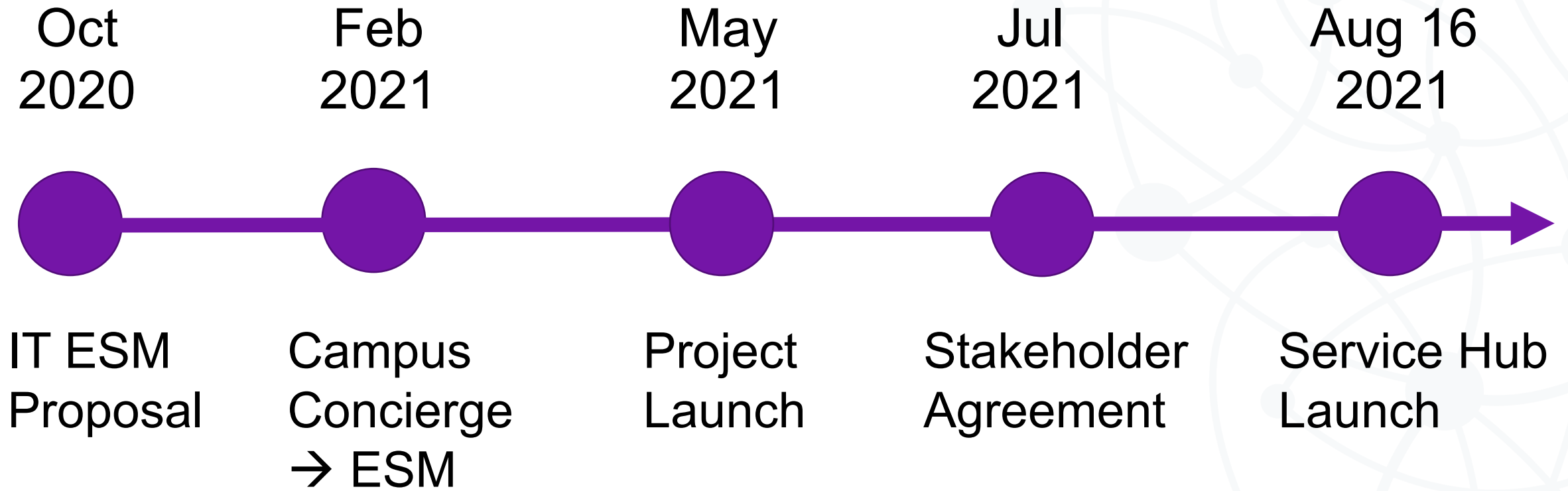
1 Student Life &
2 Registrar Office
Secondments



100% IT Service
Desk (3 FTE)

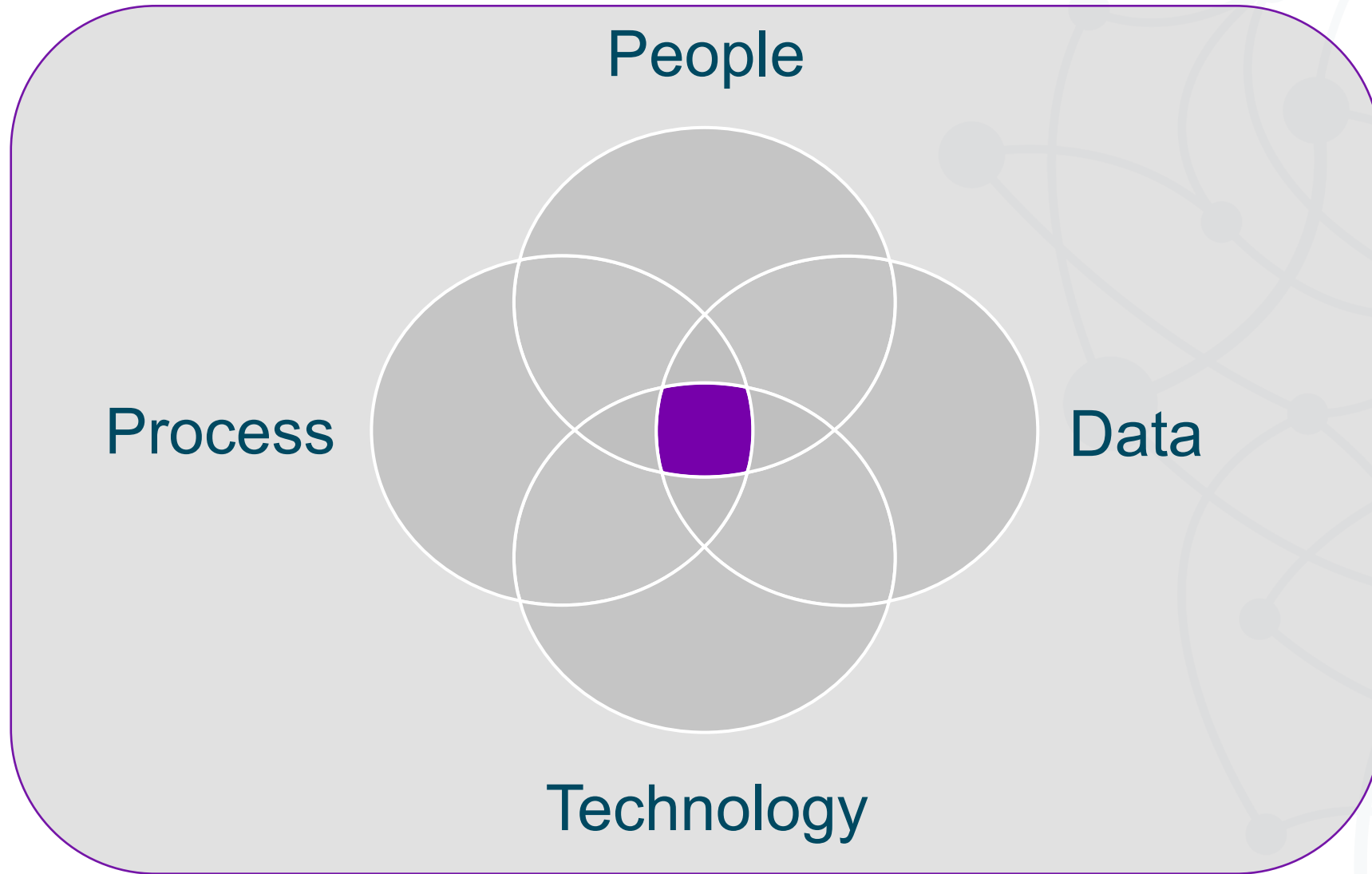


Timeline





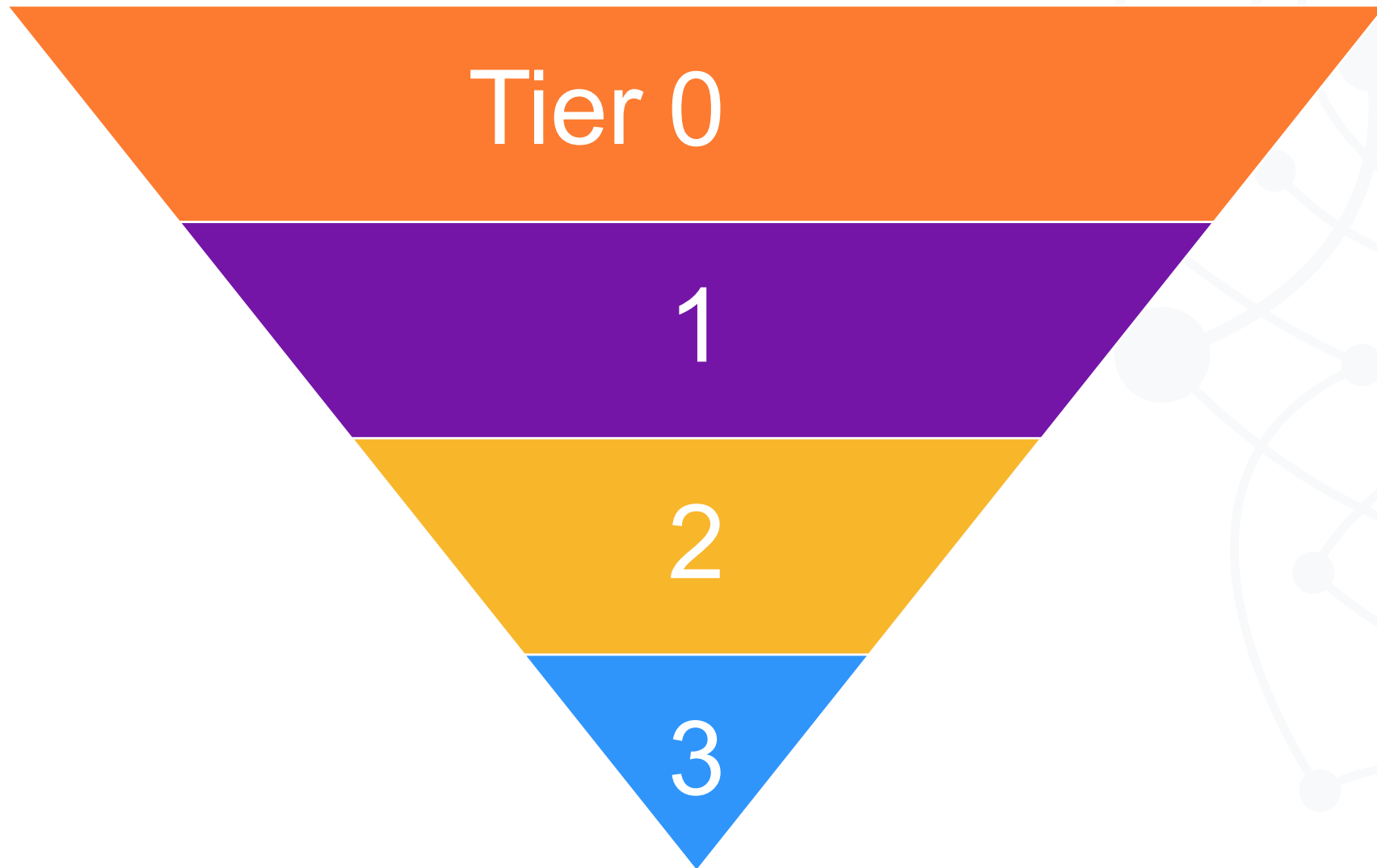
Enterprise Service Management



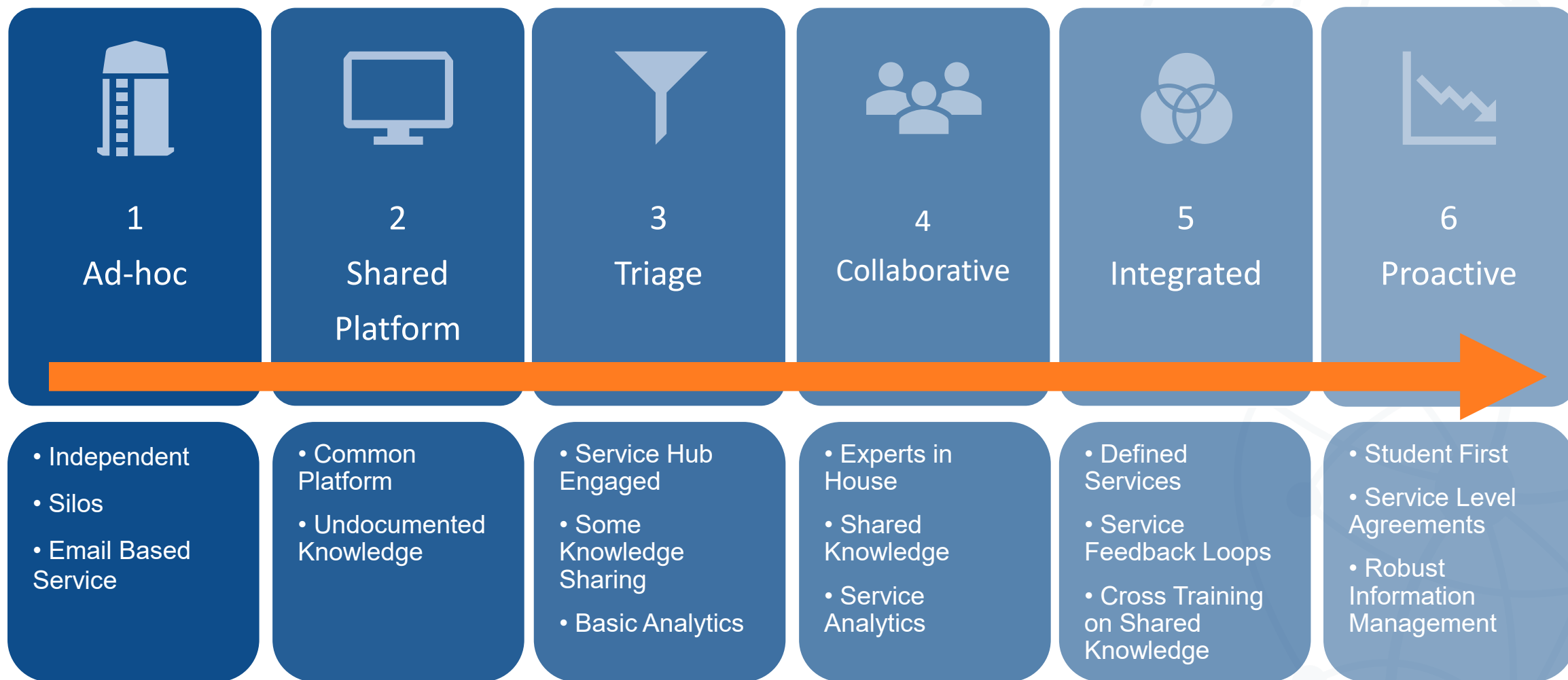
Enterprise Service Management



Work Tiers



Service Hub Maturity Model



August 2021 - Launch

	1	2	3	4	5	6
Information Technology						
Office of the Registrar						
Student Life – Admin						
Student Life – Housing						
Financial Aid						
GLOBAL - TWU Online						
Campus Services						
Bookstore (Outfitters)						
Learning Commons						
GLOBAL – Branches						
Admissions						
MBA						
Human Resources						
Finance						

	1	2	3	4	5	6
Library						
Payroll						
Public Health						
Parking/Security						
Marketing						
Institutional Research and Analysis						
Office of Research						
MA Leadership						
Richmond - Front Desk						
Calling & Career Development						
Alumni & Family						

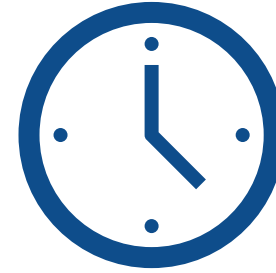
Progress April 2023

	1	2	3	4	5	6
Information Technology						
Office of the Registrar			★	★	★	
Student Life – Admin		★				
Student Life – Housing			★			
Financial Aid		★	★			
GLOBAL - TWU Online						
Campus Services						
Bookstore (Outfitters)		★				
Learning Commons		★				
GLOBAL – Branches			★			
Admissions		★	★			
MBA			★			
Human Resources						
Finance		★	★			

	1	2	3	4	5	6
Library						
Payroll		★				
Public Health						
Parking/Security						
Marketing						
Institutional Research and Analysis						
Office of Research						
MA Leadership						
Richmond - Front Desk		★	★	★		
Calling & Career Development						
Alumni & Family		★	★	★		

Review

- Experts in house
- Act like a startup
- Data & analytics
- 5 active student service departments
- Staff cross-training
- Identifying barriers in the student journey



**4 hour
Response
Eve & Wknd**



**2-Day
Resolution**



**30%
Close Rate**



**Top 10
Barriers**

Successes

- ★ Visibility into student experience
- ★ Highlighted key service quality problems
- ★ Insights informed by data
- ★ Identified new high-priority projects
- ★ New levels of collaboration
- ★ Strong support from Executive Leadership

Challenges

- Still often viewed as an IT Service Desk
- Collaboration is hard
- Politics, silos, turf war (job security)
- Creating a cohesive team (culture)
- Cross-training



Key Take-Aways

Key Take-aways

- Prioritize keeping executive leaders informed and supportive
- Don't assume common understanding in Steering Committee
- Be honest in evaluating how well projects will advance vision
- Be flexible – adapt to get a structure that serves the organization
- Know when to fold
- Your sponsor may not know how to sponsor
- Permissions doesn't equal buy-in or mandate



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Questions?