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

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

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

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STUDENT JOURNEY
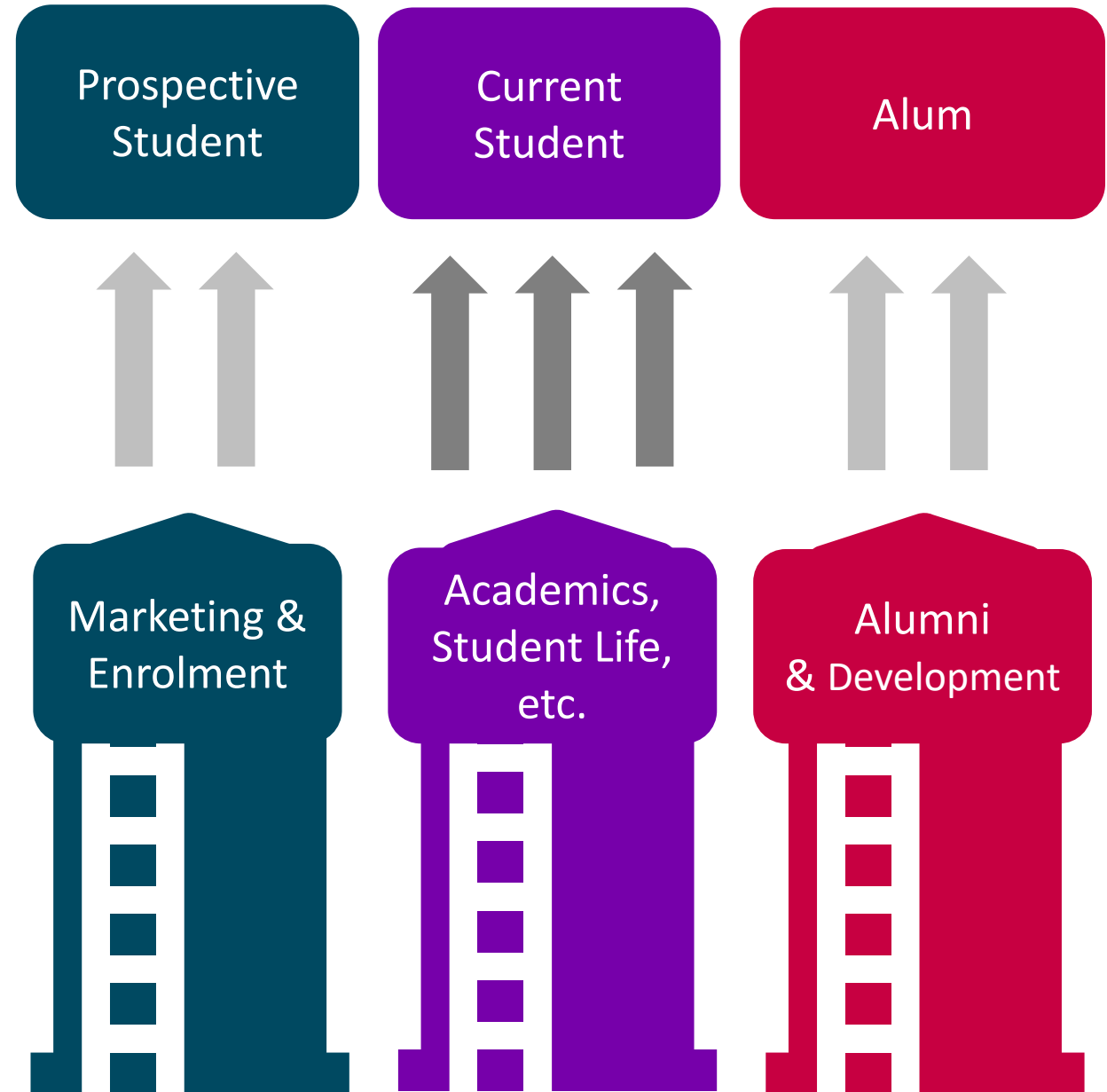
LEGEND

1. Attract 🟡
2. Application 🟡
3. Accepted 🟡
4. Enrolled 🟡
5. Orientation
6. First Year
7. Second Year
8. Third Year
9. Fourth year
10. Graduation
11. Alumni
12. Donor
13. Parent

A. Learning Commons
B. Clubs
C. Student Leadership
D. Spartan Teams
E. Information Technology
F. Events
G. Ministries
H. Alumni Chapters
I. Donor Events & Parent Chapters

🟡 TWU Guide

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.

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NEW YORK TIMES BESTSELLER

"In addition to being a fascinating and colorful read, this book is an indispensable guide to organizational change." —WALTER ISAACSON, *from the foreword*

TEAM
— OF —
TEAMS

NEW RULES OF ENGAGEMENT
FOR A COMPLEX WORLD

GENERAL STANLEY
McCHRYSTAL

U.S. Army, Retired

with Tantum Collins, David Silverman,
and Chris Fussell

COVID-19 Taskforces

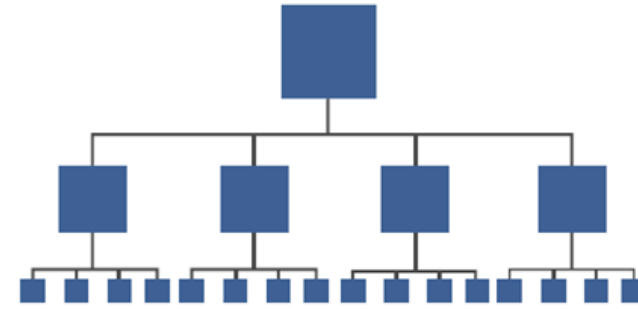- May 2020

- 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…

Student-Centered Service: Lessons from TWU's Connected Campus Program and Service Hub
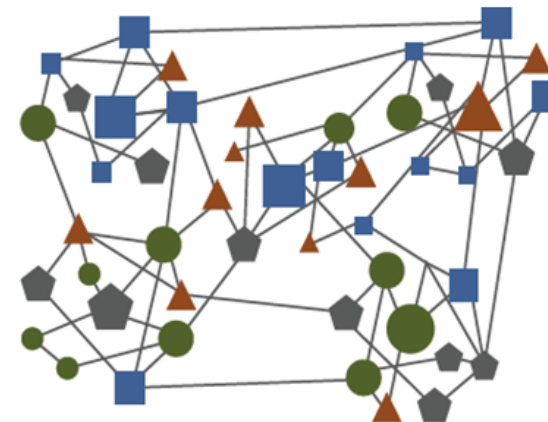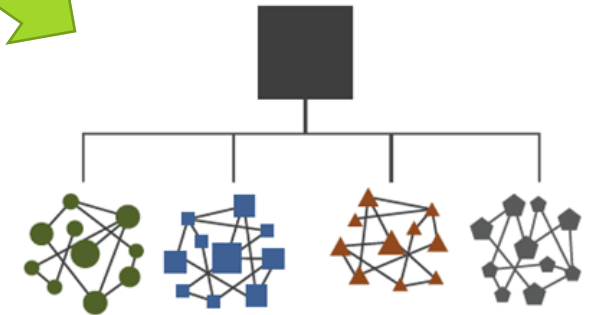
Comprehensive &
Interactive Virtual
Campus Experience

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"
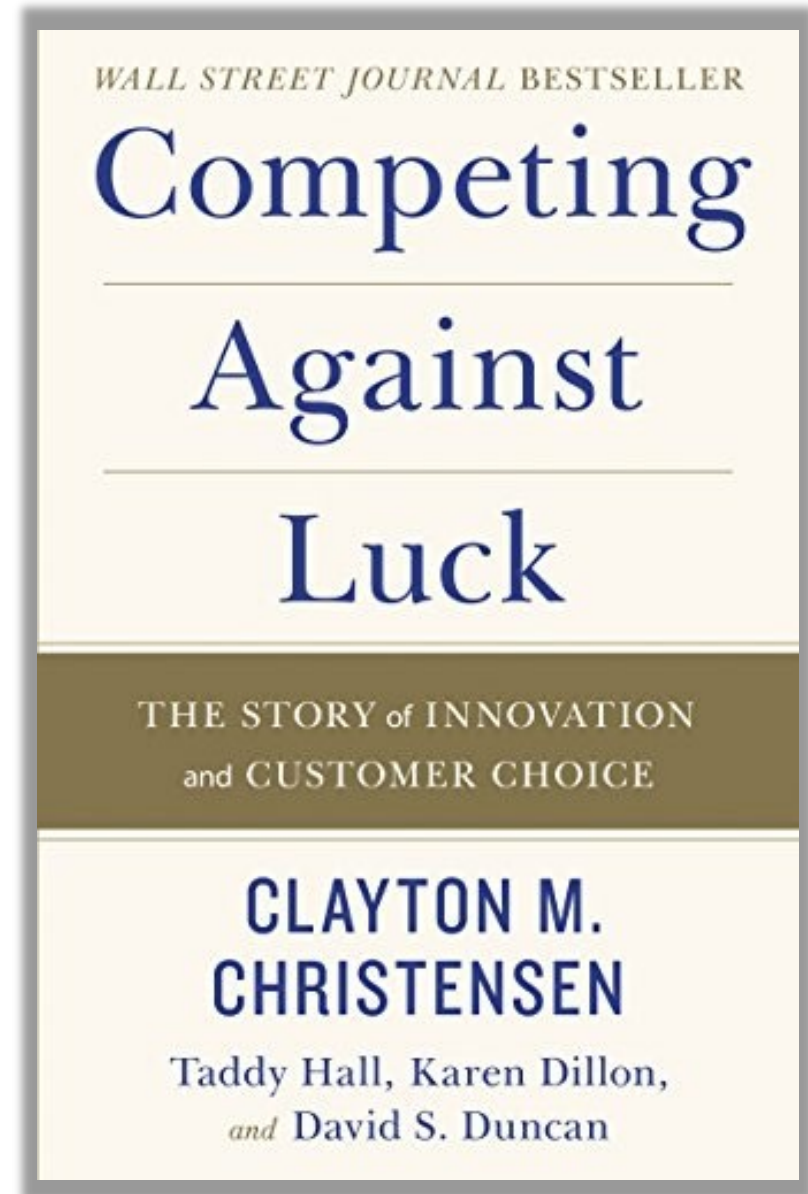
x Bigger Milkshakes

x New Flavours

x Chocolatier

✓ Pre-Paid Swipe Cards

✓ Self Service

✓ Thicker Milkshakes

Comprehensive &
Interactive Virtual
Campus Experience
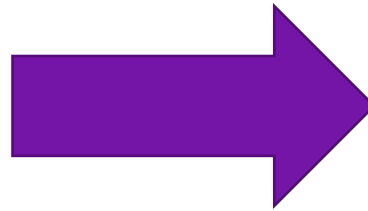
Remove barriers
& close gaps
in the student journey

Program Vision

- Seamless Student Experience across time, location, program

- Awareness and consideration of the overall journey

- Leverage technology and data

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Admissions   Learning Commons

Marketing   Housing

Attract

Academic

Support   Recruit

Library

Alumni   Athletics

Equip

Teaching & Learning   IT
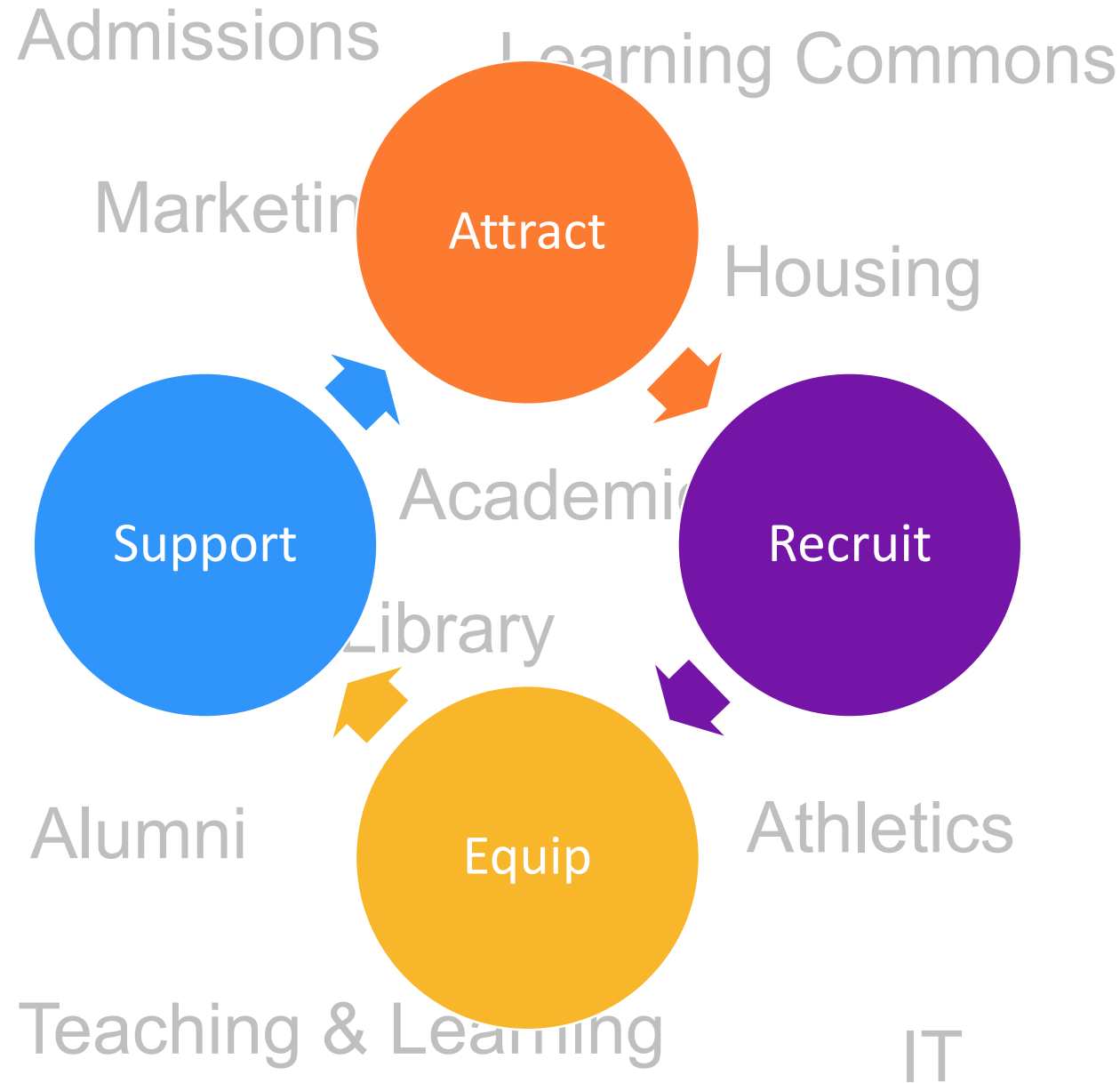
Mission, Vision & Strategic Priorities

STRATEGIES
- University Strategic Plan
- Office of Calling & Professional Development
- TWU Alumni Office
- Connected Campus
- Service Hub

VISION
Every graduate is equipped to think truthfully, act justly, live faithfully for the good of the world and the glory of God.

FUTURE
10+ Years Out
Every graduate is equipped to think truthfully, act justly, live faithfully for the good of the world and the glory of God.
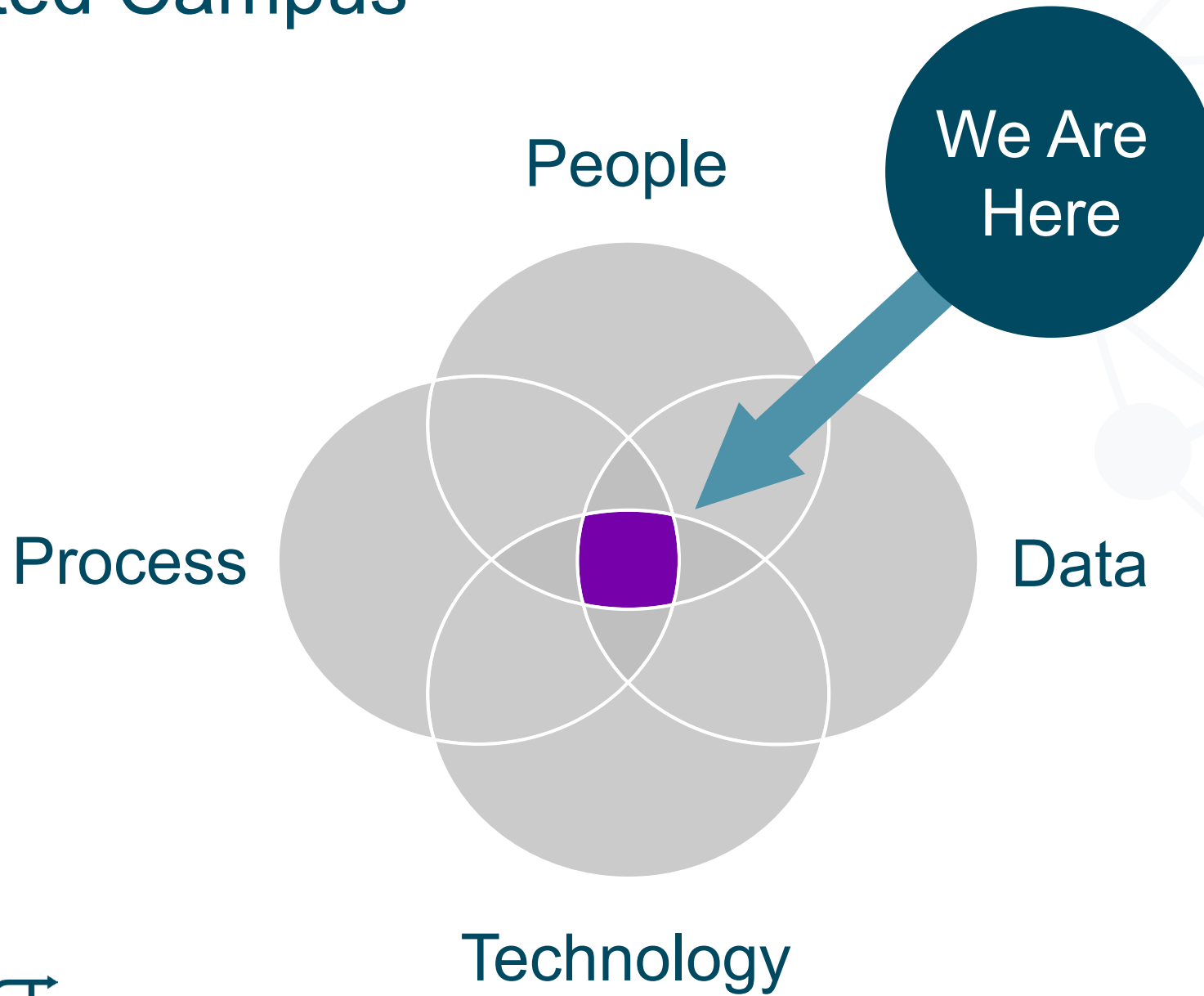
STRATEGIC PILLARS
- Christ-centred
- Student-focused
- Innovative
- Financially-viable

MISSION
The Mission of Trinity Western University, as an arm of the Church, is to develop godly Christian leaders: positive, goal-oriented university graduates with thoroughly Christian minds; growing disciples of Jesus Christ who glorify God through fulfilling the Great Commission, serving God and people in the various marketplaces of life.

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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

Stakeholder Engagement & Program Charter

June 2021

Steering Committee Struck

Fall 2022

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

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Challenges

Our Steering Committee didn't fully/consistently understand the point of the program
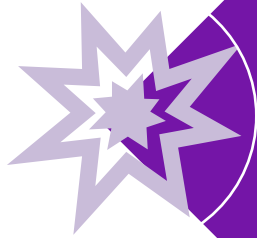
Program was highly visible yet poorly understood by executives – an easy target

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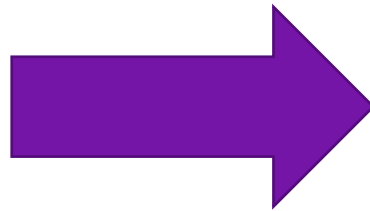
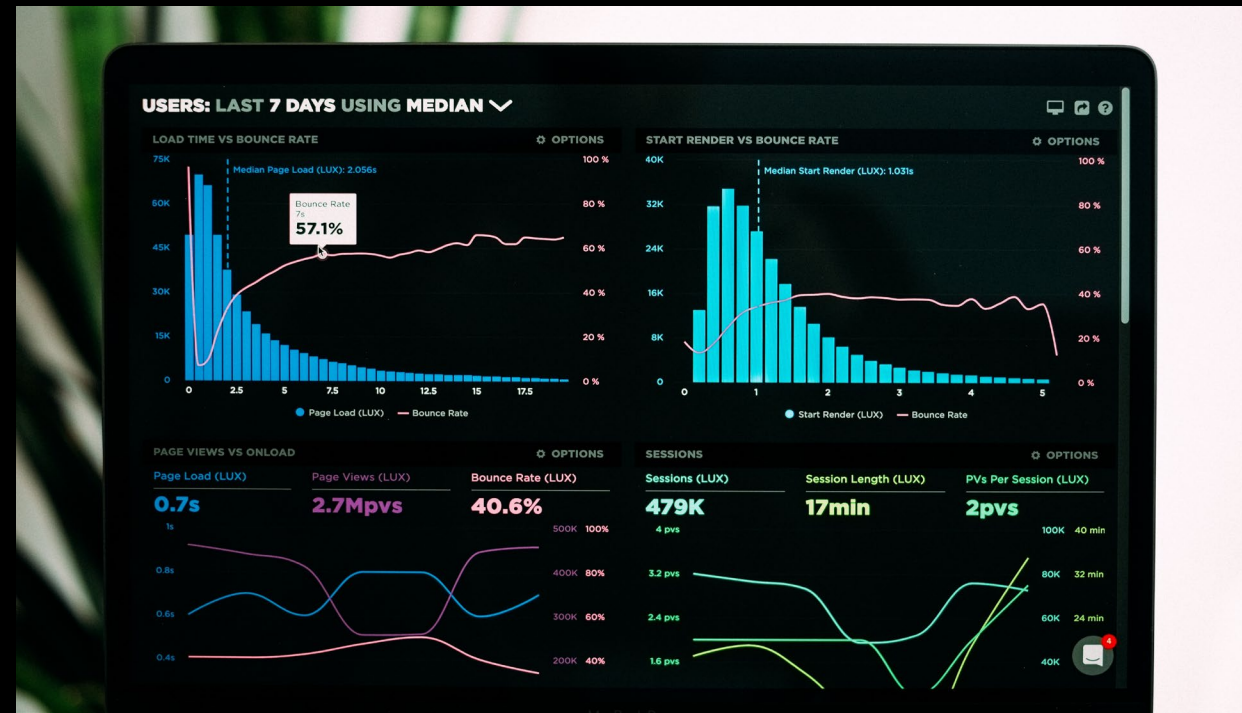BCNET CONNECT

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

Oct 2020	Feb 2021	May 2021	Jul 2021	Aug 16 2021
IT ESM Proposal	Campus Concierge → ESM	Project Launch	Stakeholder Agreement	Service Hub Launch
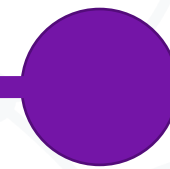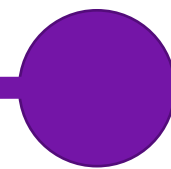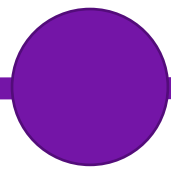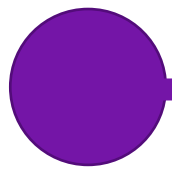
Enterprise Service Management

People

Process

Data

Technology

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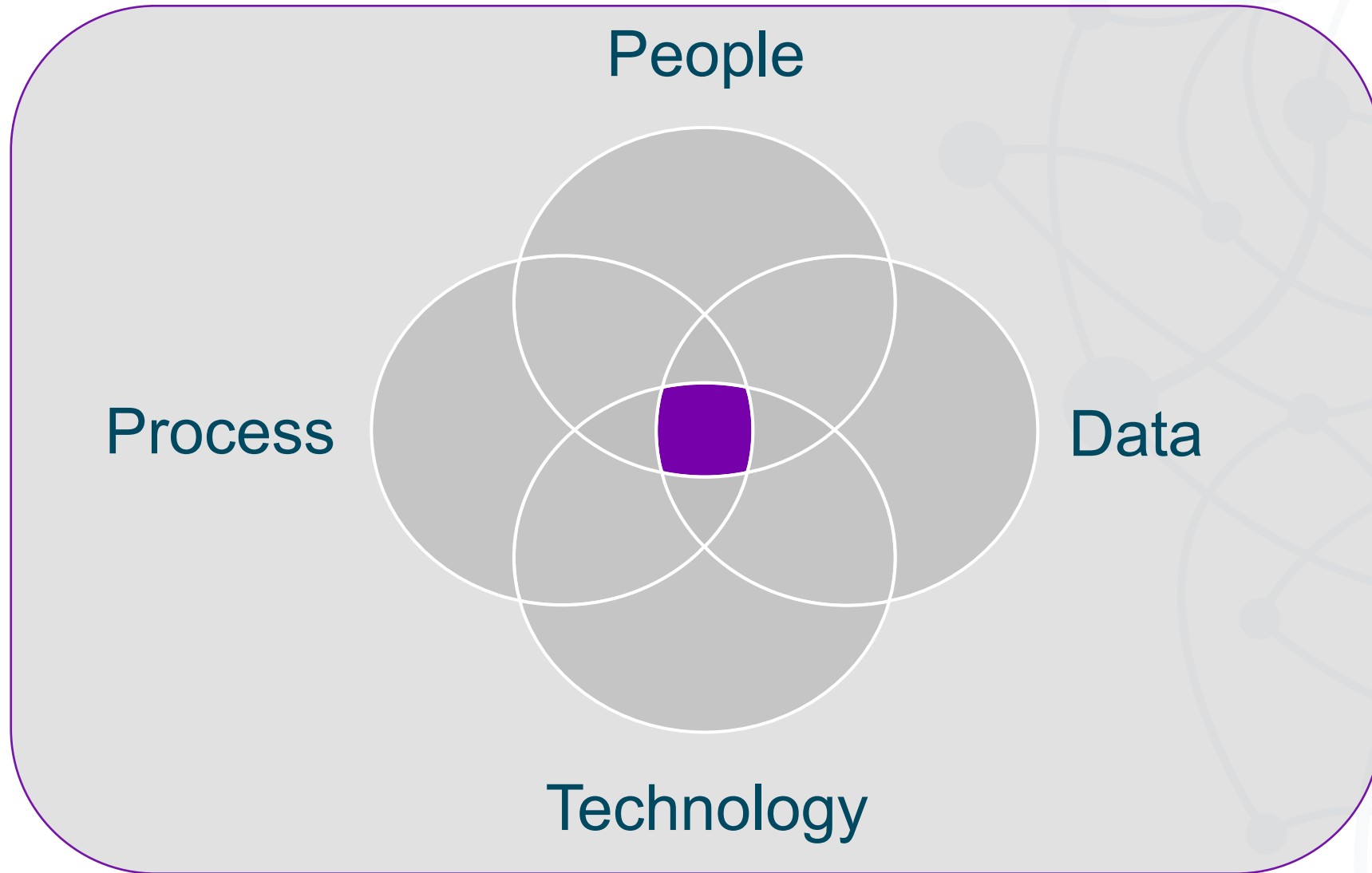
Enterprise Service Management

Work Tiers
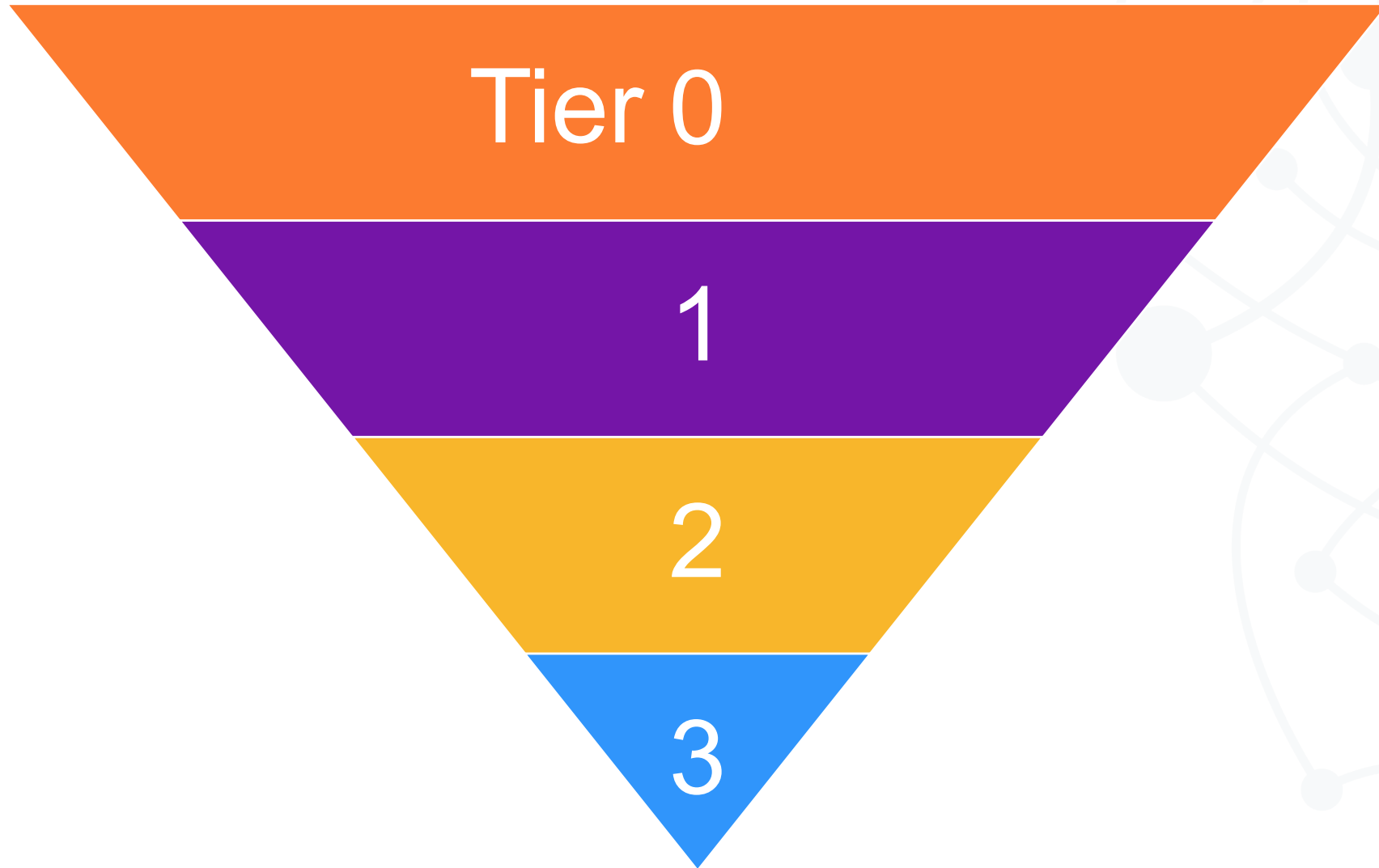
Service Hub Maturity Model

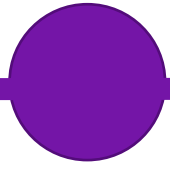| 1 Ad-hoc	2 Shared Platform	3 Triage	4 Collaborative	5 Integrated	6 Proactive
• Independent • Silos • Email Based Service	• Common Platform • Undocumented Knowledge	• Service Hub Engaged • Some Knowledge Sharing • Basic Analytics	• Experts in House • Shared Knowledge • Service Analytics	• Defined Services • Service Feedback Loops • Cross Training on Shared Knowledge	• Student First • Service Level Agreements • Robust Information Management

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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	■					

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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	■	★	★	★		

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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

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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

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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

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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?