EAB

Who Should Read

Academic Affairs Officers
Student Affairs Officers

Student Service One-Stop Shops

How to Make Online and In-Person Student Services More Accessible and Convenient

3 Ways to Use This Whitepaper:

- To improve online and in-person student services.
- To inspire digital student service platforms.
- To maximize the use of preexisting student service resources on campus.

Academic Affairs Forum

Online One-Stop Shops

Enabling web-based interactions with support units has long been crucial for online students (who are often unable to visit campus), but residential students also benefit from a model that reduces unnecessary logistical barriers and increases coordination between academic offices.

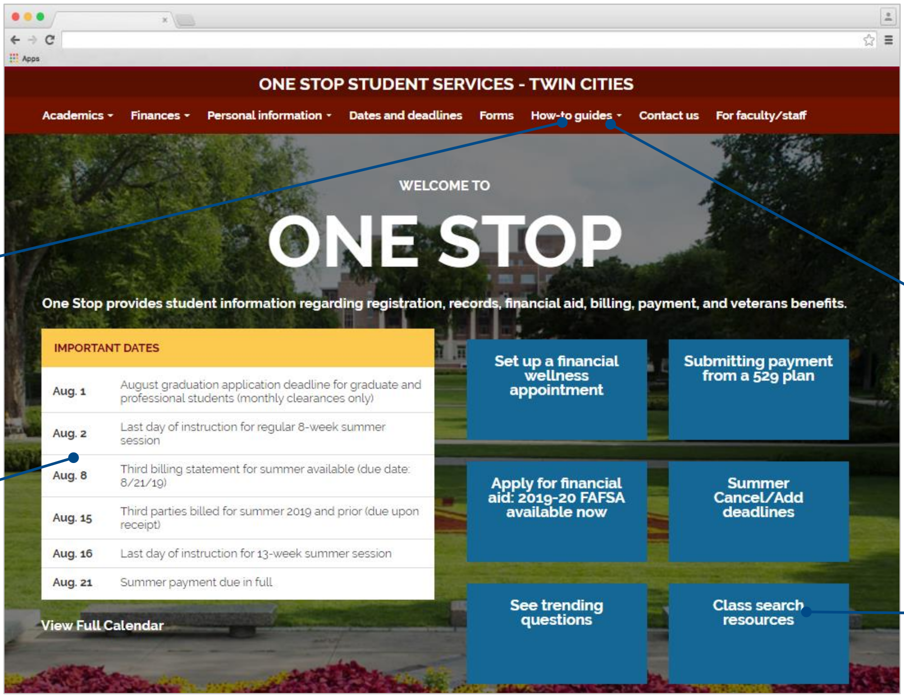
1: Design an Online Student Service Portal

Central Portal Redesign

Eliminate Confusion and Accelerate Transactions

Institutions on the forefront of service redesign find that the centralization of information is only the first step in streamlining student transactions with support units on campus. Ideally, a student should be able to start and finish most transactions within an institution's web portal. One way to do this is to create customized alerts that include direct action links and guided tutorials for complex transactions (e.g., completing a lengthy financial aid application).

The **University of Minnesota** developed a comprehensive, one-stop web portal to enable students to access and complete almost every possible administrative transaction on campus. The portal features the latest news, deadlines, specific links that each lead directly to a dedicated web resource within the portal.


Apps
ONE STOP STUDENT SERVICES - TWIN CITIES
Academics
Finances
Personal information
Dates and deadlines
Forms
How-to guides
Contact us
For faculty/staff
WELCOME TO
ONE STOP
Set up a financial wellness appointment
Submitting payment from a 529 plan
Apply for financial aid: 2019-20 FAFSA available now
Summer Cancel/Add deadlines
See trending questions
Class search resources
View Full Calendar

One Stop provides student information regarding registration, records, financial aid, billing, payment, and veterans benefits.

IMPORTANT DATES	
Aug. 1	August graduation application deadline for graduate and professional students (monthly clearances only)
Aug. 2	Last day of instruction for regular 8-week summer session
Aug. 8	Third billing statement for summer available (due date: 8/21/19)
Aug. 15	Third parties billed for summer 2019 and prior (due upon receipt)
Aug. 16	Last day of instruction for 13-week summer session
Aug. 21	Summer payment due in full

Important forms related to financial aid, registration, and academic status (including electronic versions)

In-depth how-to guides related to registration, financial aid, and personal information

Reminders of important dates and upcoming deadlines

Easily accessible key resources

Too often, one-stop service portals merely link to information about services that require physical transactions, scheduled consultations, or phone interactions within office hours. While every institution wants to ensure that their graduates demonstrate self-reliance and determination, there is no need for such qualities to be honed through frustrating interactions with university bureaucracy.

Source: OneStop.umn.edu; EAB interviews and analysis.

Online One-Stop Shops (cont.)

2: Create a "Customer Friendly" Service Blueprint Model

Service Blueprints

Mapping the (Often Winding) Path for Students

The act of service blueprinting leverages marketplace best practices to implement positive change in the student experience and improve academic outcomes. Amy Ostrom and Mary Jo Bitner, leaders in the service marketing discipline at **ASU's W.P. Carey School of Business**, discuss the benefits of reframing higher education as a service in a study published by the Center for American Progress.

Ostrom and Bitner outline five categories that encompass all components of a standard customer-employee interaction which, when applied to higher education, provide administrators with a framework to evaluate components of their student services. By mapping out processes and transactions from a customer, or student, perspective, administrators can identify gaps or roadblocks that students face in their interactions with campus systems.

1. **Customer Actions**
   All actions taken by the students during the service delivery process. Identify the root causes of problematic or inefficient actions.
2. **Onstage Contact Employees Actions**
   All actions taken as part of a face-to-face encounter between students and frontline staff. When analyzing these, identify common points of tension or misunderstanding.
3. **Backstage Contact Employees Actions**
   All non-visible interactions with students, including phone calls. Determine if students would prefer one channel of communication over another or if there are common points of tension.
4. **Support Processes**
   Activities carried out by staff whose jobs do not require them to interact with the students, but whose roles are essential to student service delivery. Consider problems with the inputs for their actions and if their actions create roadblocks for students.
5. **Physical Evidence**
   All tangible items that students collect during their contact with the school. Edit these for clarity of language and usability.

University of Colorado
Denver

At the **University of Colorado, Denver**, administrators in the student services division developed over 90 service blueprints that each address a previously unidentified roadblock students face during processes such as registering for classes, enrolling, and applying for financial aid. Once administrators identified logistical barriers, they were able to create more user-friendly systems for students.

Campus One-Stop Shops

1: Prioritize Centralization and Accessibility

Centralized One-Stop Shops

Capitalize on Convenience

The student service offices should be clearly labeled and easily located on campus. Once students arrive at the offices, it should be easy for them to maximize the number of tasks they can accomplish in one visit.

The Student Success Center at **James Madison University** helps students find support services on campus more easily and simplifies referrals between services. The building is in a central location on campus and houses not only advising, tutoring, and counseling, but also several other offices that support students on campus, such as campus dining, financial aid, scholarships, and the registrar.

2: Increase Staff Knowledge on a Wider Range of Topics

Cross-Train Staff

Increase Efficiency Without Sacrificing Quality

Academic and career advisors should be able to provide guidance and feedback on a range of topics, including course registration, career paths, and financial aid. This will maximize the value of each face-to-face interaction and increases the chance that questions are addressed promptly.

At **Clark University**, the LEEP (Liberal Education and Effective Practice) Center combines academic and career advising, community engagement, writing support, study abroad advising, and student entrepreneurship together in one building, which shares a space with the Office of Student Life. Academic and career advisors, rebranded as “LEEP Advisors,” are cross-trained in all LEEP topics. Clark has seen a significant uptick in student usage of these services since merging them under one director, but the new advising model allows them to serve students effectively without adding significantly more staff.

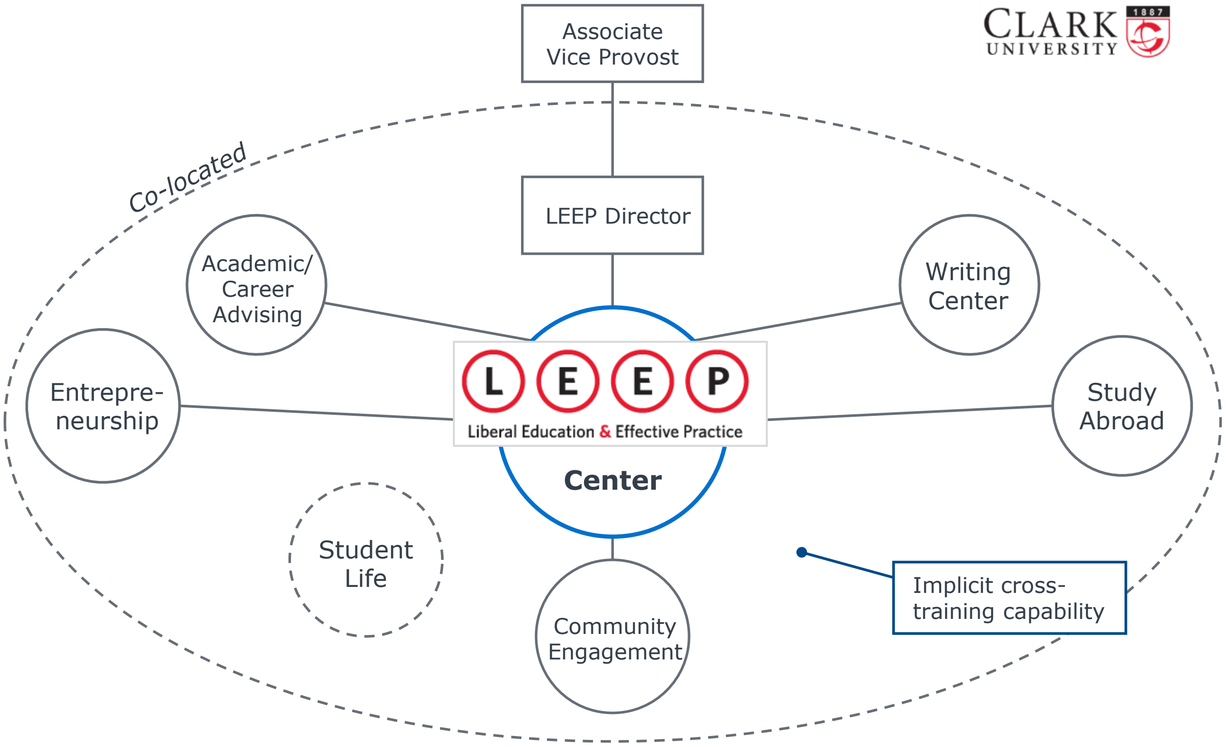
See the case profile on the next page for more information.

Similarly, at the **University of San Diego’s** One Stop Center, staff are trained to answer questions about financial aid, registration, and student accounts which allows for more nuanced, cross-topical advice.

Sources:
https://www.clarku.edu/offices/leep-center;
https://www.sandiego.edu/onestop;
https://www.jmu.edu/successcenter.

Campus One-Stop Shops (cont.)

Clark University's LEEP Center Streamlines the Student Experience



Associate Vice Provost

LEEP Director

LEEP Liberal Education & Effective Practice Center

Co-located

Academic/ Career Advising

Entrepreneurship

Student Life

Community Engagement

Writing Center

Study Abroad

Implicit cross-training capability

Building the LEEP Center

IMPETUS ▶ IMPLEMENTATION ▶ IMPACT ▶

Two Seemingly Disparate Problems

- **Unsustainable costs** led Clark's provost to consider merging roles and responsibilities across student support offices
- **Curricular revision** effort required more integration between general education, co-curricular opportunities

1 **A Heavy Cross-Training Lift**
2-3 years of training supported directors in adding exploratory advising to their plate

2 **From Many Budgets to One**
Advising directors ceded budget control to central director in return for reduction in budgeting workload

3 **Spreading the Word**
Clark University markets initiative to students, alumni as Liberal Education and Effective Practice (LEEP)

Achieving Scale at Minimal Cost

11,000
Student interactions with LEEP center per year

60%
Are substantial advising interactions

$20K
In added costs despite hiring 2.5 FTE

Sources: https://www.americanprogress.org/issues/economy/reports/2011/10/31/10512/leveraging-service-blueprinting-to-rethink-higher-education; https://er.educause.edu/articles/2015/4/examining-the-student-experience-using-service-blueprinting.

Campus One-Stop Shops (cont.)

3: Create a Coordinated Care Network

Integrate Advising and Student Service Notes

Use Previous Interactions to Tailor Support to Individual Needs

On too many campuses, student interactions with service offices occur without any documentation going to other offices, limiting the understanding that advisors and others may have about a student’s needs. Shared advising notes and records of meetings with other offices can help every student-facing professional create a consistent student experience.

Middle Tennessee State University’s One Stop staff have access to the advising case notes system so that academic advisors can view summaries of student interactions with One Stop before a meeting. One Stop staff are also cross trained in several topics including financial aid, registration, and billing. They can provide immediate help, such as paying a bill or dropping a course for a student or refer them to central offices that oversee registrar and financial processes.

Source: https://www.mtsu.edu/one-stop/

EAB

Washington DC | Richmond | Birmingham | Minneapolis

202-747-1000 | eab.com