

One-Stop Shops: The Evolution of Laurier's Service Laurier and Trent's Registrar's Service

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A Little Bit About our Institutions

Laurier

- Student population: 19,000+
- Four campuses
- Service Laurier opening
 - Fall 2011 – Brantford; Winter 2012 - Waterloo

Trent

- Student Population: 8,500+
- Two Campuses
- Service Counter redesign
 - Spring 2015

Services Offered upon Launch

Laurier

- One-stop shop including the following:
 - Records & Registration
 - Financial Aid
 - Student Accounts
 - Parking, One Card and Internal Room Bookings (Brantford campus only)

Trent

- Enrolment Services One-stop including:
 - Records & Registration
 - Financial Aid

Evolution of Services

Laurier

- Summer 2012 – Addition of University Switchboard
- Spring 2014 – Business Office dissolved, and further account responsibilities added
- Spring 2015 – Addition of document production
- Fall 2016 – Addition of prospective student service (101, 105D, 105F)
- Refinement of non-core services
 - Parking, OneCard and Internal room bookings

Trent

- Summer 2015 – Departmental re-organization to create cross functional front-line positions
- Fall 2015 – Combined Records & Registration and Financial Aid service stations
- Summer 2016 – Full complement of staff (4) in frontline service positions
- Fall 2016 – expanded level of front-line Financial Aid service

Staffing Compliment

Laurier

- From our research, the ideal ratio is 1:1700
- Waterloo launched with 4 Advisors + 1 Manager
- Brantford launched with 2 Advisors + 1 Manager

Trent

- 4 front-line service associates (rotating)
- Professional staff (1 or 2) and team leads (1 or 2) in each of the subject areas
- 1 Manager (Financial Aid and service staff)
- All staff primarily located on Peterborough campus

Changes in Staffing

Laurier

- Waterloo – 7 Advisors
- Brantford – 2 Advisors + 1 Coordinator
- Shared services between campuses
 - All phone and email inquiries are being handled by the first available advisor
- Hired students to assist as a greeter, and to aid with simple front line tasks
- Both campuses – 1 Manager
 - Improves communication and consistency

Trent

- Full complement of staff realized in 2016 (1 year after launch)
- Continued integration of additional Financial Aid work into role of front-line staff
- Front-line role continues to evolve
- Continuously evaluating job descriptions

Processes

Laurier

- Renewal Opportunity
 - First chance to intentionally review what we do and how we do it
 - Greater push to change to student-centric
- Started with a line in the sand
 - This drives role clarity and is a starting point
- Tier 2 support
 - A new way of approaching service and support for one another and for services

Trent

- Smaller operation
 - Staff have multiple roles and overlap between positions
- Line in the sand is still a moving target

Processes

Laurier

- Constant review and challenges
 - Not everything changes upon launch.
 - Inefficiencies become more obvious and easier conversations
- Line in the sand is more definitive, which adds greater role clarity
- Tier 2 support
 - Constantly evolving and introducing new staff to providing this support, and new layers of required Tier 2

Trent

- Continuous evolution
 - Not everything looks like I thought it would
- Overlap created an environment where staff are always reviewing business processes
 - Staff are empowered to change their own processes and environment

Technology

Laurier

- Tools:
 - In-person: QNOMY
 - Phone: Telax
 - Email: desk.com
 - Moneris: POS system for in-person
- Key requirements when selecting tools were to have ease of collecting metrics, and the ability to “slice and dice” as we need

Trent

- Tools:
 - Email: Request tracker
 - Live Chat: Olark
- Smaller size
 - Some technology may be out of reach (price) or under utilized

Changes in Technology

Laurier

- In-person – QNOMY
 - Adopted new functionality – virtual queue
 - Merged notes into Banner
- Self-Service additions
 - Verification of Enrolment on our Student Portal
 - Online transcript ordering
 - Required Moneris to accept payments, and updating our transcript process
- Leveraging the ability to share service between campus

Trent

- Speed of service
 - Previously: up to 10 day turn-around
 - Now: next business day
- Self-Service
 - Moving paper forms online
 - Increased web presence
 - Standardizing services to create equity across campuses

Changes in Technology

Laurier

- Email – Desk.com
 - Added more email accounts into Desk.com
 - Improved CRM functionality
- Hootsuite
 - Started to leverage using twitter to share announcements including calendar dates, class cancellation, and other important deadlines
 - Following on Twitter is nearly 1900

Trent

- Email – Request Tracker
 - Moved additional accounts from Outlook into Request Tracker
 - Added ability to transfer emails seamlessly between departments

Physical Space

Laurier

- Waterloo campus was provided an old Tim Hortons to retro-fit
 - Great for co-location with supporting partner areas
 - Space for 9 staff
- Brantford had a central location with room to grow
 - Phone, email and front line service taking place in one location. This poses functionality issues

Trent

- Registrar's Office was to undergo a multi-year renovation
 - Only half of the renovation was completed
- Created new, combined service area
 - Separate from back office workstations

Physical Space Changes and Wishes

Laurier

- Waterloo campus is planning for a relocation to our “main block”
 - Exciting opportunity to be in the heart of the campus, and more conveniently located for students
 - Will have all supporting partners co-located
 - Able to separate front line from other services
 - Space will be more student focussed and has room for us to grow
 - Staff are struggling with change in location
- Brantford location –considering reconfiguration

Trent

- Service Counter
 - All stations now serve combined functions
- Considering how to increase service for other campuses

Lessons learned

Laurier

- Constant reviewing and reflecting is necessary – and not in isolation!
- Let staff take the lead on “fixing”
 - Focus on making a solution-focused environment
- Keep constant communication with partner areas and staff

Trent

- It's never “done”
- Be open to ideas about:
 - technology
 - business processes
 - physical environment
- Continue to assess and adapt
- Don't be afraid to be “wrong” about something