One-Stop Student Services

Project Team

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Special Thanks To

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Executive Summary

Our teams charge was to identify best practices in university student services and recommend additional opportunities and mechanisms to enhance current delivery of CSUF student services. Final recommendations may include potential opportunities to create a one-stop location (place) for student services, implementation considerations, costs, etc.

Our team first began by researching best practices for one-stop student services at colleges and universities across the nation. During this search, we found that a multitude of campuses have dedicated resources to develop one-stop student services, especially within the last decade. We were able to identify various strategies from this research that we believe represent ideal one-stop student service practice. After considering these examples of best practices at various campuses we developed the following research questions:

- Which student services should be included in this project?
- Where are these student services located currently and would it make sense to move departments if they are not already located near other student services?
- Who are the campus stakeholders with a vested interest in “One-Stop Student Services?”
- How can vital services to students be included in one location at peak times of the semester?
- What are the peak times of the semester for vital services?
- How should staffing for a “One-Stop Student Service” center be managed and how would training of those staff be organized?

We then identified those services that should be included in a one-stop student service project at Cal State Fullerton and began narrowing down potential ideas for the project. Combining all information we collected, we realized that a vast majority of student services on our campus are already located within two buildings which also happen to be found right next to each other: University Hall and Langsdorf Hall. Next, we interviewed Cal State Fullerton students and university stakeholders. During this process we found that students, faculty, staff, and administrators agreed that our recommendations for one-stop student services could be easily implemented with little cost and would be well received at Cal State Fullerton. We also discovered that some of our recommendations could easily fold into a campus Way-finding project already scheduled to begin in summer 2011.
Based on our research findings, we narrowed our recommendations down to four themes:

1.) **Titan Square**  
We first recommend officially naming the area surrounded by University Hall and Langsdorf Hall “**Titan Square**.”

2.) **Signage**  
Our second recommendation is to create new signage to bring attention to the “**Titan Square**” area, direct students and visitors to the area, and improve signage on and within the University Hall and Langsdorf Hall buildings.

3.) **Technology**  
Our third recommendation is to create a website and mobile app that mirrors the services provided in "**Titan Square**,” which would include live chat, an online appointment option, and web cams.

4.) **Branding and Marketing**  
Our final recommendation is to create a branding and marketing campaign to introduce “**Titan Square**” to students and visitors. This campaign should include the creation of a logo and slogan that can be used in print, online and social media.
Introduction

Our teams charge was to identify best practices in university student services and recommend additional opportunities and mechanisms to enhance current delivery of CSUF student services. Final recommendations may include potential opportunities to create a one-stop location (place) for student services, implementation considerations, costs, etc.

Student services at institutions of higher education are a necessary entity to the academic career of a student. Student service departments provide a myriad of resources to the entire student body. Those services are wide-ranging in scope and vary depending on the needs of each student. Additionally, these departments are working with students to resolve very sensitive and specific situations. Thus, student service departments should be convenient, friendly, solution-oriented offices where students leave with their questions answered, not with more questions to ask.

The location of these services on campus is also important and can significantly affect students’ attitudes toward each department. This is especially true when students need to use more than one service at the same time. Many front-line staff members often hear students say, “this is the third (or fourth or fifth) office I’ve been too and no one has been able to help me yet.” This leaves students feeling stressed, frustrated and unsatisfied with student services.

Student service delivery is as varied as the number of institutions of higher education in the country. However, the idea of more student-oriented, one-stop service centers has become more prevalent over the last 10-12 years. While researching this topic, our group came across some colleges and universities all over the country that exemplify best practices for student service delivery. At the October 2002 EDUCAUSE Annual Conference representatives from the University of Delaware, Boston College and Purdue University Calumet presented their models for providing student services, specifically focusing on one-stop student centers and web-based services (Hollowell, Owens, & Pellicciotti, 2002). Each campus included critical departments in the planning process and charged the committee with tasks such as creating a training program to cross-train staff members working in the student service center. This helped to ensure buy-in

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and gave all staff members a feeling of ownership toward goals set by the center. They also improved communication between all departments and formed partnerships with constituencies across campus in order to communicate information about services provided in the center and online.

In November 2001, the University of California at Santa Cruz began efforts to develop a model of student services that followed a 70-20-10 model: 70% of student support services would be self-service or online services; 20% of services would need to be handled by a generalist with a broad knowledge of services; and 10% of services would need to be handled by a specialist (Best practices in, 2002). One of the action items to complete this model was the addition of a dedicated space staffed by generalists and specialists from various departments involved in enrollment management. The generalists would be cross-trained and be provided with the necessary tools, including online resources, to address a variety of questions and would also have the ability to easily refer students to specialists as needed.

Other examples of one-stop student services include facilities recently constructed on campuses, such as the Student Center at Cypress College which opened in May, 2008. This building houses departments from Admissions & Records, Counseling, Financial Aid and most service related departments at Cypress College. Cal Poly Pomona also offers many student services in one building.

Technology in relation to student services has also advanced tremendously over the last decade. When seeking an answer to a question one of the first resources a student will consider using before any others is the Internet. All colleges and university across the nation have a website and most, if not all, have at least one page designated to student services on their campus. Today, many campuses solely use student portals, emails, text messages and/or social media to communicate with their students. The use of technology has certainly increased the accuracy and effectiveness in the delivery of student services. Each of the campuses mentioned previously used technology in some form when considering student service delivery. This

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component cannot be ignored when considering recommendations for a one-stop student service at Cal State Fullerton.

Each of the campuses mentioned above has found more effective ways to service their students and these are just a few examples of some best practices in student service delivery. Each example will provide a valuable idea that Cal State Fullerton can use to develop our own best practice model for student services. Our ultimate goal when developing student services should be to improve customer service by creating student-focused, friendly, convenient, integrated services that ultimately support a positive relationship between the student and Cal State Fullerton.

Background

Currently, student services are physically and departmentally fragmented at Cal State Fullerton. This division of services forces students to visit multiple buildings and/or offices in order to find answers to various questions. This often leaves the perception that student services are not focused on providing the most convenient, student-centered services. Fortunately, many of the student services that could be included in a one-stop student service area or center are physically located in the University Hall (UH) and Langsdorf Hall (LH) buildings. In fact, one of the original ideas in the design of UH was to consolidate as many student services into this one building as possible. Furthermore, LH was remodeled in the same time as the UH construction to add a 5600 square foot storefront to Admission & Records, which now provides a one-stop service counter to better service students in that area. Although the original design purpose of UH did not materialize to the degree originally envisioned because of the need for more classrooms, the vision for one-stop student services can still come to life in that area of campus. Thus, the location of departments already within LH and UH and the outdoor space surrounding these buildings could provide an ideal “One-Stop Student Service” area.

Research Questions

Out team needed to consider current student services at Cal State Fullerton and how the examples of best practices for student services delivery mentioned in previous sections could be
implemented. In order to consider all aspects of the implementation process, we sought answers to the following questions:

- Which student services should be included in this project?
- Where are these student services located currently and would it make sense to move departments if they are not already located near other student services?
- Who are the campus stakeholders with a vested interest in “One-Stop Student Services?”
- How can vital services to students be included in one location at peak times of the semester?
- What are the peak times of the semester for vital services?
- How should staffing for a “One-Stop Student Service” center be managed and how would training of those staff be organized?

**Process & Findings**

After reviewing resources found in regard to best practices for student services and visiting local campuses, our group first determined which student services at Cal State Fullerton would be included in this project (see Appendix A). Once those services were identified it was determined that the location of many of these services were already within the UH & LH buildings and that the current locations did provide for a “one-stop” experience. We also determined that the close proximity, although not all services are located in one building, was a benefit to the students since services were spaced as to not create a bottleneck during peak seasons. This leads to a reduction in frustration and stress to the students seeking the services as well as avoids creating a hazardous environment. Additionally, we determined that some students services not currently located in this area, such as Parking and Transportation and Titan Shops, could have temporary spaces allotted during peak seasons in the semester, such as the week before and a week after the beginning of each semester.

The group then proceeded to solicit input from the campus stakeholders that would be most affected and/or invested in this project (see Appendix B). All represented departments and students interviewed agreed that the campus needed more centrally located student services. Our
survey of students concluded that they perceived services as being centrally located for the most part. The main area of concern for students was the inability to determine where services were located and getting accurate information regarding these services.

Our group sponsors also pointed out that there is a campus Way-finding program scheduled to start summer 2011. This project will improve campus signage both in and around the campus. The timing of this project fits in well with the One-Stop Student Service project recommendations noted in the recommendations section.

**Recommendations**

After processing all the information collected from our tour of the LH/UH area, interviews with campus stakeholders and data from similar projects at other colleges and universities our team has narrowed our recommendations to three themes: 1.) Titan Square; 2.) Signage; 3.) Technology; and 4.) Branding and Marketing.

**Titan Square**

One of the key findings based on the research is that a critical mass of core student services already exists in the University Hall / Langsdorf Hall vicinity (Appendix A). Given the proximity of these student services, our first recommendation is to brand and market the physical space bordered by University Hall on the north and east, Langsdorf Hall on the south, and the landscape area on the north side of Langsdorf Hall as “Titan Square.”

While many student services already exist in “Titan Square,” the team also recognized that those services could be restructured in a way to complete the one-stop student service experience. We recommendation using the University Business Institute (UBI) or Employee Training & Development (ETD) to cross-train staff within the departments housed in “Titan Square” to have general knowledge of all key areas. Ideally, student service staff should have the knowledge to answer the top 3-5 most frequently asked questions in each department. We suggest staff be trained to make use of the “Titan Square” map (Appendix C), all online resources and have a familiarity with the list of contacts in all major student service areas. Staff could also be encouraged to contact departments as needed to assist students, rather than sending
students to various departments to resolve a particular matter on their own. Ideally, staff could be shared between certain departments (mainly Student Financial Services, Admissions & Records, and Financial Aid) during peak times of each semester so that students are not required to travel back-and-forth to these departments.

Given the number of students who are on campus only in the evening hours, the group also strongly urges leadership to consider extending daily service hours of select student service offices, such as Student Financial Services, at peak times of each semester. The group additionally suggests setting up temporary spaces for Parking & Transportation and TitanCard (in addition to their current locations) to service students in “Titan Square” during the first week of each semester. Suggested sites for the temporary location of Parking & Transportation and TitanCard would be in Langdorf Hall just outside of Admissions & Records, the space formerly occupied by the Visitor Information Center, or shared space in the Student Information and Referral Center.

**Signage**

Although the space to be named “Titan Square” is not a new location to students, the idea and name “Titan Square” will be new. So, the second recommendation is to create ample signage for “Titan Square.” Signage should include banners (example in Appendix D) displayed around the perimeter and directional signs leading students and visitors to “Titan Square.” The team also recommends that signage be included to coincide with the “Titan Square” map (Appendix C). These signs could be placed in strategic areas within “Titan Square” so that students and visitors have a “key” to each building (example in Appendix E). Finally, improved building signage should be included so that University Hall and Langsdorf Hall are more easily identified.

Coincidentally, there is a need for improved campus signage in and around Cal State Fullerton and, as mentioned previously, the campus will begin a Way-finding program in summer 2011. The recommendations to create signage for “Titan Square” could fold into the Way-finding program so that signage for this area could be completed as early as summer 2011.
Technology

As students continue to increase their use of electronics, our need to provide more student services online is increasing. Thus, our third recommendation is to expand the use of online resources in relation to student services. The team first recommends creating a website for “Titan Square” that mirrors the map (appendix C). The “Titan Square” website would provide a one stop student service center online so that students can go to one place on the Cal State Fullerton website to find these commonly used services, rather than searching for each department website. This interactive site could include basic contact information about each department and then direct visitors to each department website for more specific information. Specific departments could also allow for online appointments to be made in order to more efficiently serve students. The “Titan Square” website could include an option for students to conduct a “live chat” with generalists or specialists in specific departments. Finally, the team recommends including web cams in various departments so that students can check for lines or wait time before visiting an office in person, which saves students time and relieves stress.

Adding a “Titan Square” mobile app could also prove to be quite useful to students when searching for information about student services. The mobile app could include basic contact information about each department, allow users to launch a particular department website and a “click to call” tool which would automatically call a specified department with one push of a button. The mobile app could also include many of the resources provided through the website, such as “live chat” and access to web cams.

Branding and Marketing

Following consultation and review of best practices with Jeffrey Cook, Associate Vice President, Strategic Communications, the final recommend is a branding and marketing. Developing a name for the one-stop student services area at Cal State Fullerton will not only define the scope of the project, it will also serve to generate excitement for the plan. As stated in our first recommendation, the group is suggesting the name “Titan Square.” We strongly recommend including the word “Titan” in the name as this term has strong currency on campus and is looked upon favorably across all areas of campus. The term square evokes the concept of a town square
or market square, and is reflective of the open area found at the heart of a town or center which is often used as a public meeting place or for community gatherings. We also suggest that students, staff, and other stakeholders who would make use of “Titan Square” be surveyed to determine whether this name would have resonance before formally adopting the name and brand. The name should be test marketed through formal surveys and small focus groups.

The group also recommends promoting “Titan Square” using a multi-platform and multi-channel approach, as suggested by Cal State Fullerton’s Strategic Communication department. The overarching concept for branding and marketing “Titan Square” is to use multiple platforms and multiple channels to send the same message – to say the same things and to use the same images and graphic representations in each format. This a practice used with much success in the for-profit world. Ideally, “Titan Square” will be marketed across a multiplicity of platforms including print, online, and social media. Channels for the print platform could include: the “Titan Square” map (Appendix C), ads in the Daily Titan, posters, banners, and other signage (Appendix D). Channels for the online platform could include: email and portal promotion, as well as a Blackboard/Moodle presence. Finally channels for social media could include promotional postings on Twitter or Facebook.

Cal State Fullerton’s Strategic Communications department would be available to assist in developing a logo extension treatment and in developing more informal visual identifiers for the project. The logo extension treatments consist of an additional line of text integrated into the Cal State Fullerton logo. One-stop student services would qualify as an appropriate project for a logo extension as it is a center that would have significant visibility and is cross-divisional in nature. Another visual identifier option would be to make use of Tuffy Art in promoting one-stop student services. Tuffy is a caricature of the university mascot and is often used to communicate the university’s spirit. As the project is student-centered, Tuffy can be used if a more informal look is desired. The Tuffy image is appropriate for casual communications, has high student equity and is a helpful and fun graphic aid.
Services to be included in “Titan Square”

Services currently in LH/UH:
Academic Advisement Center
Admissions & Records
Athletic Academic Advising
Career Center
Disabled Student Services
Financial Aid
Freshman Programs
International Education & Exchange
New Student Programs
Student Academic Services
Student Financial Services
Testing Center
Veteran’s Services
Women’s Center/Adult Re-Entry

Services not currently in LH/UH; recommend that general information (hours of operation, services offered, etc.) be included in the Titan Square information center or given temporary space during peak times:
Titan Shops
Graduate Studies
Student Health & Counseling Center
Housing
Library
Parking & Transportation
TitanCard
University Learning Center
APPENDIX B

University stakeholders interviewed included:

Raul Alvarez
Foundation Executive Director, Cypress College

Jay Bond
Associate Vice President, Facilities Management/Campus Architect

Kurt Borsting
Director, Titan Student Union

Beverly Burelli
Project Management Assistant, Office of Design & Construction

Steve Chamberlain
Senior Project Manager, Office of Design & Construction

Jeff Cook
Associate Vice President, Strategic Communications

Helen Davenport
Administrative Support Assistant, Facilities Management

Dr. Bridget Driscoll
Director, Academic Advisement Center

Joe Ferrer
Director, Parking

Tom Grayson
Project Manager, Office of Design & Construction

Chuck Kissel
Director, Titan Shops

Larry Martin
Associate Dean of Student Affairs, New Student Programs

Paul Miller
Director, Disabled Student Services

Kandy Mink Salas
Associate Vice President, Student Affairs

Dr. Steve Murray
Acting Vice President, Academic Affairs

Javier Ramirez
Acting Director, Student Academic Services

CSUF Students
APPENDIX C

Page one of “Titan Square” map

TITAN SQUARE INFORMATION
Page two of “Titan Square” map

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<th>Academic Advising</th>
<th>UH-123 1st floor (A-1)</th>
<th>(657) 278-3605</th>
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<td>UH-114 1st floor (C-1)</td>
<td>(657) 278-7600</td>
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<td>Office of Financial Aid</td>
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</tr>
<tr>
<td>Veterans Support Services</td>
<td>UH-245 1st floor (A-8)</td>
<td>(657) 278-4560</td>
<td><a href="http://www.fullerton.edu/veterans">www.fullerton.edu/veterans</a></td>
</tr>
<tr>
<td>Women's Center</td>
<td>UH-205 1st floor (A-7)</td>
<td>(657) 278-3921</td>
<td><a href="http://www.fullerton.edu/WomensCenter">www.fullerton.edu/WomensCenter</a></td>
</tr>
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</table>
APPENDIX D

Example of potential logo and signage for “Titan Square”
APPENDIX E

Examples of building signage