

Division Enrollment Management & Student Affairs

Department Raider Student Services

**1. What are the main objectives of your unit, and how do you measure success in achieving them?**

Raider Student Services strives to provide convenient, efficient, and effective enrollment services in the primary areas of Financial Aid, Registration, and Student Billing. Student Services Associates (SSA) provide front office service and support to students and their families, and other constituents via the front line, telephone and email. SSA's are the primary point of contact for the Raider Student Services. The SSA's possess extensive knowledge of these services, related procedures, and deadlines. They play an integral role in the retention of students at SOU by dealing with complex, escalated and/or sensitive issues.

Raider Student Services utilizes a survey that is on all email communication, posted on the RSS web page, and messaged through the phone system while on hold.

**2. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?**

RSS serves as the primary point of contact for the areas of Financial Aid, Registration, and Student Billing.

**3. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours. Indicate if functionality of the position is tied to federal, state, or institutional compliance.**

Associate Registrar and Associate Director of Raider Student Services:

Position tied to federal, state, and institutional compliance. Hire, train, schedule, supervise, evaluate, and assign work to the Lead Customer Service Coordinator and provide indirect supervision of the remaining Student Services Associates (SSAs). Closely collaborate with the Lead SSA to provide overall administrative management for all front counter operations, including prioritizing of activities and coordinating project management and training.

Actively promote a culture of exemplary customer service, provision of accurate and timely information, and accuracy of associated processes. Collaborate with Business Services staff to ensure BankMobile and CashNet functionality (including ID cards) and compliance with regulations associated with cashiering and disbursement. Assure that associated online processes function properly and promote an environment that encourages self-service.

Enforce, provide reasonable exceptions to, and collaborate with others on various institutional policies. Assure that client service communication, including email, phone and in person activities are provided in a professional, accurate, and timely manner. As needed, provide direct

service to students. Regularly review documents used on the front line to ensure accuracy of information. Coordinate with back office departments to ensure timely adjustments to front line documents as policies or procedures change. Work with front line staff to report concerns or requested changes with back office departments. Maintain and update How-to manuals for SSA staff. Update website as needed.

2.5 Student Services Associates – Each SSA assists students with questions related to registration, student accounts, and financial aid. They also help students by directing them to the appropriate resources or departments.

Tim Chappell: 1.0 FTE

Chere Ly: 1.0 FTE

Katelin Turner: 0.5 FTE

**4. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the university's mission?**

Currently, all needs and demands for service are being met.

**5. How could the university help your unit do its job better?**

RSS tends to get questions from other departments or faculty. Several of these questions have been answered repeatedly to the same individuals. RSS does have "Student Referral Guide " posted on InsideSOU that does help faculty and staff direct students to the appropriate resources. It would be helpful if this was advertised in other departments and divisions. It would help RSS staff focus on current and prospective students more.

**6. In what ways does your unit relate to other units of the university, academic and non-academic? For example, what services do you provide to other units? What services do other units provide to you? On what tasks do you collaborate with other offices?**

RSS's one stop service model is designed to create a seamless process for students who need support with registration, financial aid, and/or student billing. Many times, these areas overlap in what a student is attempting to do. For example; a student may come in needing assistance with a registration hold. This hold is related to a past due balance and the student has undisbursed financial aid. The RSS staff member is then able to explain what, why, and next steps the student needs to take including forwarding that student along to a back-office specialist if needed.

**7. What skill sets and resources does your unit possess that can be shared with other units at slack times?**

RSS has a handbook that clearly breaks out the expectations for the position. Within the handbook there is Tiered Customer Support Model, Service Standard Matrix, and Quality Control Matrix. These matrices were created to align with SOU's Vision, Mission, and Values.

**8. Which individuals in your unit are cross-trained and in what areas?**

All individuals in RSS are cross-trained in aspects of Student Billing, Registration and Records, and Financial Aid.

**9. What resources do you need to improve your services to a superior level?**

Additional and ongoing customer service and dealing with difficult people training. I would like to rotate staff to attend conferences such as Academic Impressions or Institute of Student Support Professionals.

**10. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?**

There is better case management software like QLess or Sales Force that would help transfer students needing more specialized support by back staff members. For example, a student who has a more in-depth financial aid question that is beyond the scope of the front staff would need to be handed off to a Financial Aid Counselor. This software would also more efficiently track the method of contact the student used when reaching out to RSS (in-person, phone, email, or virtually). It would also track who specifically talked to that student and what information was given, which would allow for much more direct training if errors or incorrect information was provided.

**11. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?**

Team building retreat opportunities for the entire areas of Raider Student Services that include Registration and Records, Student Billing, and Financial Aid.

**12. How do you review and evaluate your department's yearly performance?**

To ensure we are meeting our Service Standards and customer service expectations, the RSS employs a quality control protocol.

RSS will use quality control practices to ensure team members are meeting the adopted Raider Student Services Service Standards. Our quality control program is designed for team members to receive feedback in a timely manner and identify training opportunities to foster growth in our department.

RSS staff are required to meet Service Standards to uphold the quality of our service.

1. Service Excellence

2. Equity and Access
3. Critical Thinking

**13. Explain how your unit could function with:**

- A 10 percent reduction to staff:
  - Manageable, keeping in mind we are currently set to staffing at a 20% reduction going from 5 FTE to 4 FTE.
- A 20 percent reduction to staff:
  - Manageable, we are currently set to staffing at a 20% reduction going from 5 FTE to 4 FTE.
- A 30 percent reduction to staff:
  - We would need to remain fully remote. It would cause difficulties if people are ill or request time off. Email and phone response would be much slower and would reduce levels of overall customer service due to high wait times. We are currently operating at a 50% reduction due to a staff member needing to be part time. It has been difficult when people are ill or request time off. Email and phone responses have been much slower. We have also needed to move to full remote availability due to staffing level.
- A 10 percent reduction to non-personnel resources
  - We would have far fewer opportunities to address key professional development needs
- A 20 percent reduction to non-personnel resources
  - No professional development resources would remain and we would have to start eliminating core systems resources, which would reduce/eliminate core functions
- A 30 percent reduction to non-personnel resource
  - Not feasible
- What would be the consequences or other effects on service delivery in each case?
  - Addressed above

**14. What opportunities exist for greater collaboration and team approaches in the delivery of services?**

The component areas within RSS (Financial Aid, Registrar, Bursar) would benefit from better team cohesion overall.

We should continue to explore options for sharing our space with another entity, such as the Service Center. Doing so would help consolidate space usage on campus, and also provides us with some future development options around potentially sharing staffing/functions as well.

**15. How many “middle managers” do we have? Are there opportunities to reduce middle strata in the organization and expand the span of control?**

NA

**16. What technological improvements could be made that would result in labor savings?**

Workday will definitely help here. For example, Workday has a defined FERPA section that students can fill out themselves and give third party access to those they choose. Currently, students have to fill out a Google Form and then staff enter the information in Banner. Finding a digital archiving replacement software or outsourcing to a company.

**17. How can a service be more efficiently delivered?**

We are placing a tremendous amount of hope that Workday will significantly improve our overall efficiency, allow us to develop multiple streamlines process/workflows, and generally allow us to eliminate as much manual work as possible. This will of course not be immediately realized, but represents a significant opportunity for gained efficiency.

**18. What processes do we have that can be streamlined or eliminated to improve service delivery?**

Most of our services can be completed online, we've currently streamlined and eliminated many of our forms.

**19. Restructuring: What efficiencies might be gained by consolidating similar entities?**

There are a lot of benefits for consolidating similar entities. There is a cross function of training that happens which allows one person to effectively answer more questions. It also helps students with determining where they need to go for their questions or services if there are multiple one-stops for specific services.

**20. Personnel: Have we worked around or structured around non-effective personnel and other personnel issues, and is this the time to stop indulging and start confronting the issue(s)?**

NA

**21. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, cheaper?**

A company that would scan all of our paper perm files into a better digital archiving system.

**22. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?**

This question has been addressed throughout this document.

**23. Benchmarking: Compare your unit with similar units at other institutions or national norms.**

RSS is now structured like many other institutions, as a one-stop for student services. Other one-stops also include Admissions and/or Student Advising.

- UC Merced: 9000 FTE, one-stop includes Admissions, Fin Aid, Registration, Billing, and answers main campus phone number. 7 supervisors, 10 professional staff, 20-25 student workers.
- Kansas State University (Currently building their one-stop): 20,000 FTE, one-stop includes Admissions, Fin Aid, and Registration. 1 supervisor, 2 professional staff, 4-6 student workers.
- North West Arkansas Community College: 8,000 FTE, one-stop includes Fin Aid, Registration, Admissions, and answer main campus phone and text numbers. 3 supervisors, 14 professional staff.
- Rutgers University, Newark: 11,000 FTE, one-stop includes Registration, Fin Aid, and Billing. 1 supervisor, 4 professional staff, 3 PT graduate staff, and 30 student workers.
- Quinnipiac University: 9,100 FTE, one-stop includes Billing, Registration, Parking, and Meals. 4 supervisors, 4 professional staff, and 4 student workers.
- University of Massachusetts Global: 12,000 FTE, one-stop includes Fin Aid, Military and VA, Billings Registration, and Admissions. 10 supervisors, 57 professional staff, no student workers.
- Wingate University: 3,200 FTE, one-stop includes Billing, Fin Aid, and Registration. 3 supervisors, 2 professional staff, 15 student workers.
- University of Texas, Austin: 50,000 FTE, one-stop includes Fin Aid, Registration, and Billing. 5 supervisors, 29 professional staff, and 8 student workers.
- George Washington University: 26,000 FTE, one-stop includes Fin Aid, Registration, and Billing. 7 supervisors, 16 professional staff, and 10 student workers.

#### 24. **What can we stop doing?**

The need for multiple email boxes for RSS. We should start moving back to using one email address for Raider Student Services.