



Blackboard

Delighting “Today’s Student” with a One-Stop Service Model

In growing numbers, colleges and universities turn to a one-stop service model to enable students to take care of all of their service needs in one place. Several factors are driving the shift for process re-engineering as it relates to servicing the shifting student expectations.

Today’s learners have high expectations for their overall student experience: Institutions are no longer graded solely on the caliber of their academic programs. Today’s students have higher expectations for choice, personalization, and customization. They are selective, practical, and results oriented. They demand flexibility, convenience, and experiences similar to what they receive with Amazon, Apple, and other customer service-centric organizations. They’re interested in the quality of their overall student experience, and the support they receive when they’re interacting with their school – from their first pre-admissions inquiry through graduation and beyond. Students are expecting round-the-clock access to information that is personalized to them. With so much of their lives centered on a digital device, they expect that support will be available in multiple channels. And, given the role that social media plays, students aren’t shy about publicly voicing their opinions, so an institution’s reputation is inextricably intertwined with the level of support it provides.

Distance learners and non-traditional students need whenever, wherever support. According to the Online Learning Consortium, in 2014, there were nearly six million students in the U.S. taking at least one course via distance education. That’s more than one-quarter of the overall number of students taking advantage of higher-education. For these learners (non-traditional, older, working full-time, caring for their families) time is at a premium and results even more important. Even if they live near campus, they’re not able to take care of administrative business in an on-campus office during regular business hours.

There is greater pressure to become more operationally efficient. All institutions are striving to find ways to lower the cost of education while still providing value and service to their students. Whether public or private, most colleges and universities are looking for ways to become more efficient and cost-effective with respect to how they use their resources. One place to look for greater efficiencies is in the administrative services arena, where 70% of customer service inquiries from students are transactional and routine questions.

With one-stop services, colleges and universities can increase learner satisfaction by streamlining processes and removing silo-based barriers, growing their ability to attract and retain students. They can better serve the distance, non-traditional learners who, in so many institutions, comprise a growing proportion of the student body. And they can become more streamlined at a time when they're under great pressure to cut costs.

The characteristics of a successful one-stop student services operation

As schools continue to put forward plans for physical and virtual one-stops, it's important to look at the attributes that make for a successful student services operation - one that optimizes student satisfaction by minimizing runaround, streamlining business processes, and eliminating barriers that can prevent the student experience from being a positive one.

- **Comprehensive** Should cover the key functions of the student lifecycle, from first inquiry to post-grad requests for transcripts.
- **A consistent and personalized experience** Whatever function or department a student is dealing with, whatever campus they're on, whether they're accessing services online, via phone or email, or in person, the experience should be uniform and personalized.
- **24/7/365** Many of today's students are non-traditional. In an "always on" world, even those taking the traditional four-year post-high school route to a degree expect 24/7/365 access to information and services.
- **Multi-channel** Today's learner is looking for different modes of service delivery: Chat, email, phone, and electronic.
- **Demonstrates results** A robust system and framework for an effective one-stop should be able to provide reporting on the level of activity, problem areas, and student satisfaction.
- **Handles outbound and inbound communications** One of the best ways to increase student satisfaction is through ongoing communications. Inbound calls and questions are to be expected and institutions should always be ready for high peak volume. Outbound communications keep students engaged and can provide important reminders to busy learners, for example, applications for financial aid are due. Many institutions have realized that providing fast, reliable and high quality personalized services virtually as well as physically is a critical differentiator to students.

360 degree view of all student data – A technology platform is needed that elegantly and seamlessly integrates multiple data sources to provide staff with a consolidated and simple 360-degree view of student data from all of the major systems on campus including the ERP/SIS, CRM, and LMS. Leveraging this integrated data is key to providing a truly seamless service experience when handling student inquiries that require resolution from multiple campus offices.

How to go about creating successful one-stop student services operations

Moving to a one-stop services model is a complex undertaking, one that requires process re-engineering and change management that cuts across a number of different functional areas (all with their own processes, procedures, practices and personalities).

- Get the stakeholders involved in planning at the outset: you'll need their input and their support. Early involvement is one way to turn resisters into advocates.
- Make sure to have someone on the team who has experience with this sort of re-engineering project.
- Rather than bringing all functions into the one-stop system at the same time, consider a phased-in approach that will let you get something into use quickly. This will provide you the opportunity to gain valuable feedback and make any needed changes.
- Define the outcomes you're looking for upfront. Whether the outcomes are tactical improvements like (improving wait times, first call resolution) or strategic ones (increasing student satisfaction, retention and enrollment) put measurements in place to ensure success.
- Resources (personnel and financial) and time will determine whether you can create and implement your one-stop strategy internally or partner with vendors to help with the process re-engineering and the technology required.

How Blackboard can help with your one-stop initiative

Whether you're looking for a partner that can help you design your one-stop, the technology that will power it, or for assistance with ongoing staffing needs, Blackboard offers a continuum of technology and services.

One-Stop Student Services Solution Comparison Chart

Solution Component (✓= included)	Basic	Extended	Comprehensive
Project Planning Services Recommended implementation plan to inform the one-stop strategic planning process Roadmap with recommended KPIs and metrics		✓	✓
Custom Knowledgebase Enables up-to-date, relevant answers to multiple categories of questions	✓	✓	✓
Incident Management System Customized ticketing system to automatically route incidents to defined queues (Extended and Comprehensive includes integration to an outside ticketing system)	✓	✓	✓
Advisor Desktop 360° View of student data from SIS, LMS, & CRM in one simple, easy to use location	✓	✓	✓
Integrated Password Reset Smoothly manage password-related issues for callers	✓	✓	✓
Analytics & Reporting Dashboard Data insights and dashboards for key performance indicators and SLAs (Custom reporting available for Extended and Comprehensive)	✓	✓	✓
Status Trackers & Self-Help Portal Real time stage based view of personalized student status (includes Financial Aid, Student Accounts, and Admissions self-service trackers)		✓	✓
Account Management Proactive monitoring and support from a Blackboard professional		✓	✓
24/7/365 Live Expert Advisors Anywhere, anytime access to support advisors to answer questions relating to Financial Aid, Student Accounts, Admissions, Registration/Records			✓
Multi-Modal Support with Live Chat Enable flexible communication between student and advisors, Live Chat, Phone, Email, Social			✓
IVR System with Call Routing Automated and efficient handling of incoming calls to support advisors			✓
After-Call Student Satisfaction Survey Detailed student satisfaction data and analytics			✓



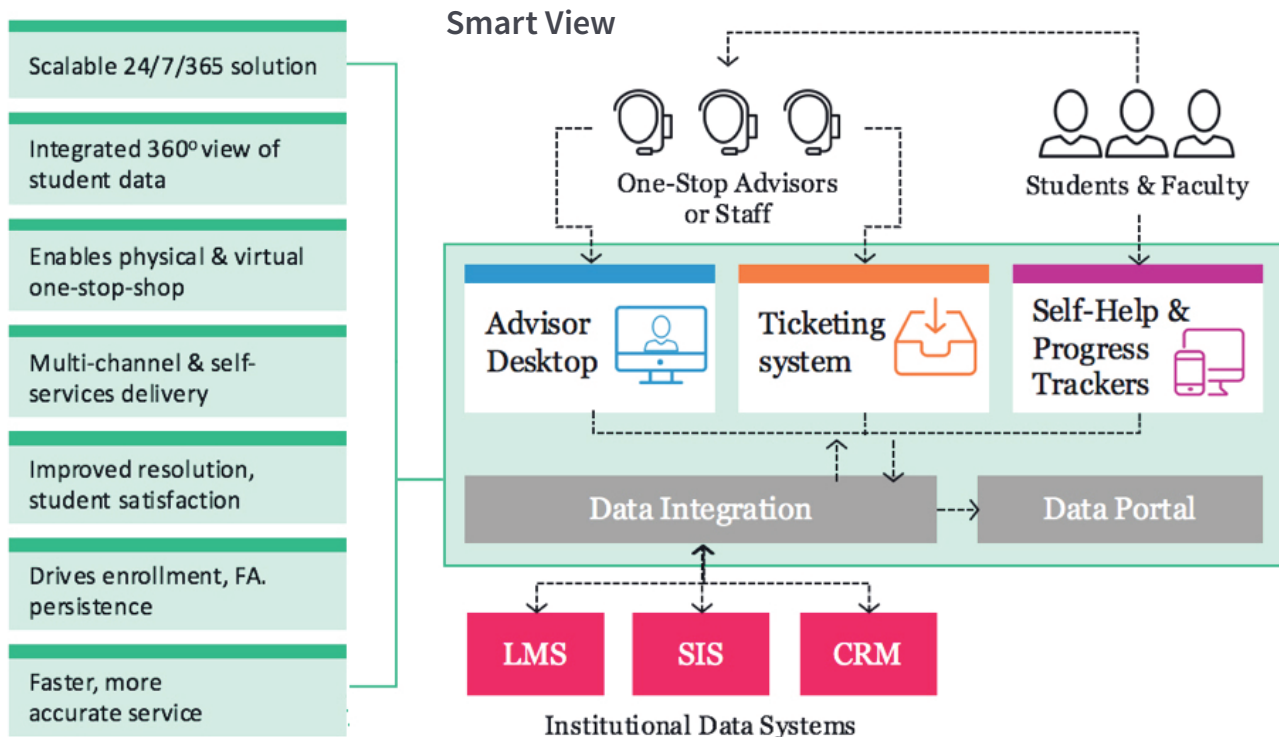
Call on Blackboard experts to help establish the desired student service experience

Blackboard consulting has the capacity and people to help institutions ascertain what defines the ideal student experience for their institution. We work with schools to identify the gap between the desired and current state of the student experience. Blackboard engages with institutions to deliver a scope of work that can include the various components based on a schools specific need. Such components include: defining the ideal student experience, identifying the existing student personas & mapping their student lifecycle journey, benchmarking data from competitors in the field, gap analysis and a recommended implementation plan. With these elements combined a new student experience roadmap emerges. The goal of this type of engagement is to define an ideal and truly transformative student experience that builds a path forward for your one-stop.



Blackboard SmartView technology powers your one-stop and provides a true 360 degree view of the student

Blackboard services over 7 million calls a year for various higher education institutions in the country via our 3 domestic call centers located in Greenville, SC, Killeen, TX, and Lexington, KY. Blackboard has built and designed an integrated customer service technology platform (SmartView) that solves the issue of data siloes that oftentimes result in poor customer service experiences. Blackboard SmartView provides customer service advisors a set of easy-to-use, consolidated views of student data, progress trackers, and knowledge base articles that allow and ensure that students have what they need within a one-call experience.



The Blackboard SmartView advantage

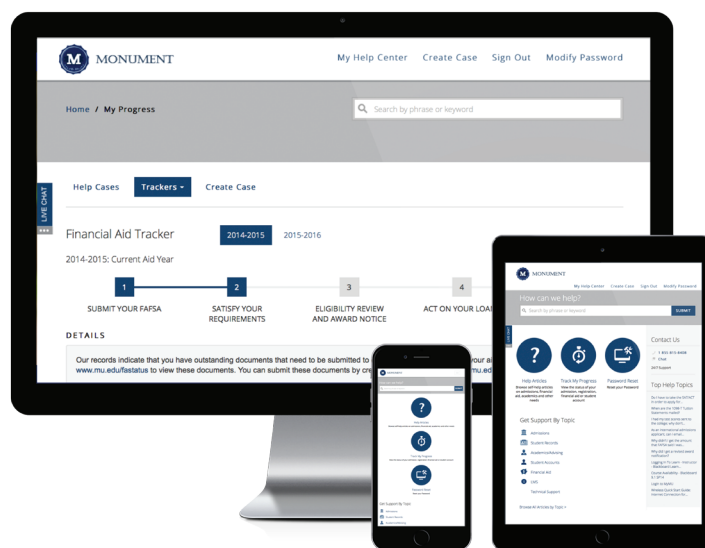
Blackboard SmartView can integrate with most 3rd party data systems (ERP/SIS/CRM/LMS) to help institutions simplify and consolidate student support, while traditional services may not offer this level of integration capability in a user-friendly interface.

Blackboard SmartView was designed to support multiple access points for service delivery to meet the demanding 24/7/367 needs of today's students, while traditional services typically only offer phone access to advisors. This allows institutions to move from traditional services models to new sustainable models that enable the following:

From	To
1. Inability to scale and respond to student inquiries	24/7/365 right sized service availability despite seasonality
2. Low student satisfaction levels due to office silos	One call does it all - single solution provided for multiple offices via any mode
3. Student confusion surrounding next steps	Simple, intuitive self-help tools that prompt next steps
4. Student disengagement due to barriers & unmet expectations	Anywhere, anytime, on demand service that drives student engagement and satisfaction levels
5. Inefficiency & high cost due to manual processes	360 degree view of student data through fully integrated real time systems
6. Limited student outreach leads to long lines	Increased student engagement through proactive outreach campaigns (call, chat, text, voicemail, and email)
7. Excessive time spent on the phone due to lack of self-help technology	Technology enabled service that exceeds student demands, reduces cost, and increases efficiency. Re-deploy staff to high yield counseling/processing activity
8. Silo based service provision model is inefficient	Comprehensive institution-wide knowledgebase that enables high first call resolution rates
9. Lack of service availability for nights & weekends	Fully staffed 24/7/365 Virtual One Stop Center

SmartView self-help apps and tools

One of the critical elements of our self-service framework is a web-based student self-service framework with an easy-to-navigate knowledge base, animated tutorials, and FAQs that are dynamically updated based on time of year. Users also have the ability to quickly connect with an advisor if they want, through whatever method they choose. The self-service framework has resulted in a reduction in live service requests for many users who were able to resolve their issues through a knowledge base article or tutorial.



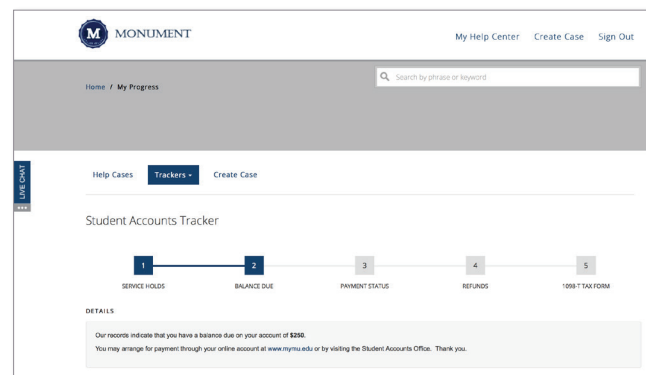
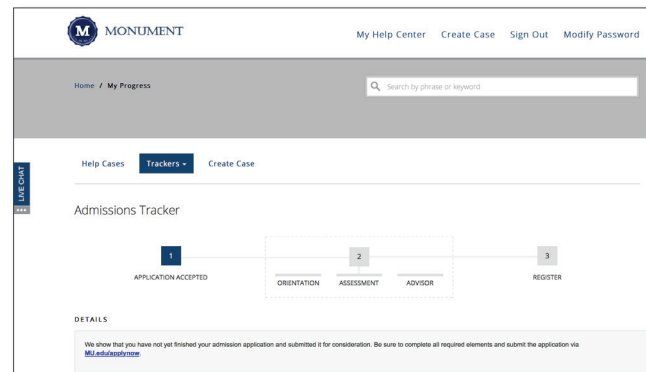
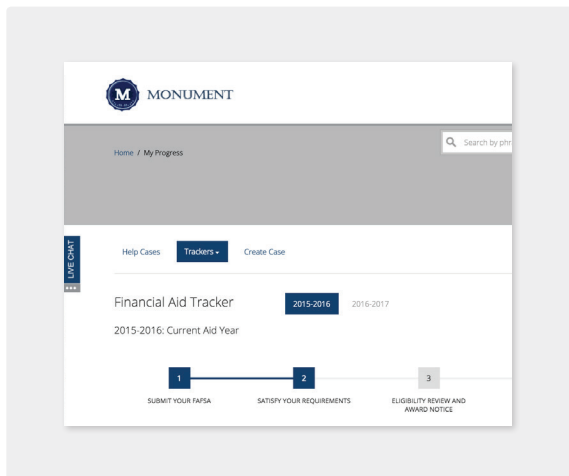
Admissions, financial aid, & student accounts trackers

Blackboard's student trackers are designed to provide automated, real time, highly personalized answers designed to resolve student inquiries. These trackers are deployed via the web with self-service tools, with live advisors, and via Interactive Voice Response (IVR) or phone to provide students with real time access to common student lifecycle inquiries, immediately. Financial Aid, Student Accounts & Admissions Tracker benefits for students include:

- Personalization
- Immediacy
- Leveraging a preferred method of communication
- Standardized, accurate responses
- Improved student satisfaction

When Trackers are used in combination with your existing communications processes, and our best practices on managing processes more efficiently, you can expect a material reduction in inbound walk-in, email, and call service volumes. This will enable your staff to focus on overall program strategy, mission-critical initiatives and students with special circumstances, and ultimately, improved staff satisfaction.

Trackers deployed via the web with self-service tools for Financial Aid, Student Accounts and Admissions for automated, real time, highly personalized answers.



Smartview's service desk ticketing & incident management capability

SmartView also provides a robust ticketing system that can be customized to meet the complex workflow and internal routing communication that will flow behind the scenes as you service your student via the one-stop model.



The specific incident management capabilities of the platform:

- Distributed rights, roles, domains, privileges
- Incident tracking and resolution across multiple views of open and aging tickets
- Architecture for creating reporting fields and issue types
- Ability to identify appropriate service levels by issue type
- Routing, dispatching, and escalation policies and procedures
- Integration with knowledge base
- Reporting database for generating real time support metrics
- Customer Satisfaction Survey deployment and tracking

Blackboard knows that shared visibility to critical data elements about the performance of the one-stop is a key element for successful execution. We have developed a reporting framework that incorporates each of the appropriate data elements, and the descriptions below of the Reporting Portal and dashboards that will provide full visibility to the management team executing the one-stop so that all key trends and key performance indicators are consistently monitored to ensure a continuous improvement process.

Real-Time Reporting and Reporting Portal

Two key elements of our reporting are real time visibility and data driven decision making. It is important that both organizations have 360-degree visibility into all data in order to make collaborative, informed decisions. To this end, Blackboard will provide access to a reporting portal which provides daily, monthly and annual statistics performance metrics. These metrics can include, but are not limited to, Average Speed of Answer, Average Handle Time, Abandon Rate, Abandon Call Volume, Maximum Handle Time, and Maximum Speed to Answer.



Call on Blackboard's team to meet your on-going staffing needs

Blackboard Student Services helps institutions by extending the resources available to overburdened teams—making it possible for them to do more with less. We add capacity by adding advisors to assist with IT, Financial Aid, Student Accounts, Admissions, Registration, and LMS support requests.

Our training methodology includes 4 to 6 weeks of classroom and online training prior to fielding any live support interactions. We allow Counselors to field calls once they have passed assessments to certify that they are qualified and prepared.

For those times when the situation is complex and the student just wants someone to talk to about a problem, we will provide 24x7 live support accessible via multiple modalities: Phone (inbound, request a callback, and optional proactive outbound communications), Chat, and Email.

Our partners include



The benefits of working with Blackboard:

- Tap experience and best practice knowledge of Blackboard experts to create your one-stop framework
- Move to 24/7/365 service availability, whatever the season, better supporting your students
- Extend your support staff without having to bring on FTEs
- Improve on student satisfaction levels with a “one call does it all” single solution
- Drive student engagement with anywhere, anytime services
- Improve operational efficiency by replacing manual processes with technology

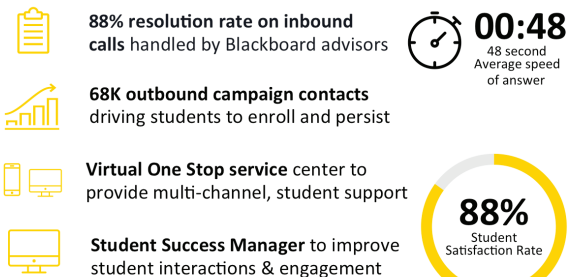
Real Results: Wichita State University



Solution

- ✓ Enrollment and student support solutions & infrastructure to support demand
- ✓ One Stop Center to manage all student support requests
- ✓ Remote support services to a high percentage mix of distance learners

Results



“Blackboard provided major relief in key functional areas including Admissions, Financial Aid, and E-Learning Support, allowing staff to handle more complex issues”

Dr. Rick Muma, Associate Vice President for Academic Affairs

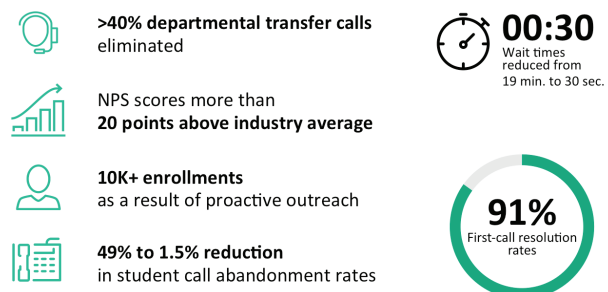
Real Results: Ivy Tech Community College



Solution

- ✓ 24/7 Comprehensive enrollment management
- ✓ Virtual One Stop handling Recruiting, FA, Student Accounts, Registration/ Records for nearly 200K students across 31 locations in Indiana
- ✓ Self-Help tools supporting the student experience
- ✓ Retention and coaching services

Results



“If your institution is in need of excellent customer service on a students’ watch, then [Blackboard] is a resource that makes sense for you.”

Jeff Fanter, Senior Vice President for Student Experience, Communications, and Marketing

Blackboard One-Stop Solution: the expertise, technology and personnel you need for your one-stop.

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