I. What are the Jay Express Services Areas and the Enrollment Management Call Center?

Originally established in 2007 as ONE STOP Services, our office was renamed by the students to Jay Express Services Center in anticipation of the move to the New Building October 2011.

We are a consolidation of Enrollment Management Services. We are the customer service area representing the Offices of the Registrar, Financial Aid, Testing, Admissions (Graduate and Undergraduate), and much more.

A fast-paced and high volume area, the **Jay Express** counter located in L.79.00 provides friendly, quality, and accurate in person information and transactions to students, faculty, and staff. The Jay Express Services Center located a few feet away from the counter houses the Enrollment Management Call Center plus the satellite offices for Registrar and Financial Aid, as well as a Designated School Official for our International Students, Public Notary Services and Financial Literacy workshops.

The **Enrollment Management (EM) Call Center** is an extension of the Jay Express Services Center and offers similar services by telephone or email. Our offices are staffed by cross-trained Enrollment Specialists, who will provide assistance in a courteous and professional manner. We are here to assist our students succeed in the business of being a student.

II. Mission and Philosophy

- To provide efficient, student-centered, and high quality services consistently to all constituents of John Jay College.
- To create an environment that stimulates teamwork, growth, and constant improvement.
- To provide an environment where all employees have opportunities to develop their potential, and where there is a shared passion for excellence and a commitment to respect for one another.
- To participate in the College's retention efforts through a variety of events involving all constituents in the College community.
- To dedicate ourselves to ethical and responsible stewardship of financial, physical and environmental resources. We look for tools and strategies to create and enhance sustainable practices in all facets of operations.

III. Goals

A. <u>Streamline Transactional Processes and Training</u>

Professional development and training is ongoing in our department in order to have a fully cross trained staff that can stay abreast of the ever changing federal and state financial aid regulations as well as institutional policy changes. The staff must feel comfortable interpreting and navigating 12 databases and 3 websites to fully assist the students that seek our services. We close every Friday at 12:00 pm in order to facilitate this process which is mission critical to our success.

New Hires: our training for new hires is a usually a month long process where they are first introduced to the policies of the Division of Enrollment Management, as well as those of the areas we service. This is done by reviewing the college's compendium, college bulletin, our internal procedural manual, our forms, our web sites and the federal and state Title IV regulations. New staff member are rotated into the office of one of 4 supervisors for 2 hour meeting, a couple of days a week, to discuss the policies and how they apply to the services provided by this office.

The second part of the training process is shadowing the seasoned staff at the counter or at the phone. They are urged to ask questions from the staff. They are expected to trouble shoot questions at the kiosk in front of the counter because that exposes them to our students and their questions. It provides them with the ability to utilize their newly acquired skills in institutional policies as they attempt to answer questions from students. After two weeks of shadowing they are quizzed on their skills. Based on the results they are either allowed to assist student at the Jay Express Counter or through the Call Center. If they are deemed not ready more training is provided honing in on their areas of weakness.

Professional development for the entire staff occurs on a weekly basis in a variety of ways. We bring in subject matter experts from within the college and outside to speak to the staff on Friday afternoons about their field of expertise i.e. Interdisciplinary Studies, Certificate Programs, Customer Services, and Pell Verifications etc. We also utilize the Train the Trainer method, where we ask the staff to take ownership of a topic and present it to the rest of the staff via a PowerPoint or handout. The presentation will then be used to train New Hires as well as have it placed with their name as author in the procedural manual. We utilize role playing with screen shots as a fun, yet effective training tool. We also employ the resources made available by Human Resources for training and development through DCAS. Finally, weekly staff meetings are critical in maintaining open lines of communication. Without fail we meet to discuss what is happening around campus and we open up the discussion to the staff so they can share their impressions of the week. Email communication is an effective tool that is continuously utilized to maintain the line of communication open and flowing. It allows us to keep the entire staff in the loop of last minute changes and information.

B. Financial Literacy

In answer to an institutional need at John Jay College, we seized the opportunity to bring to the John Jay Community a free online Financial Literacy program called Cash Course. It has been hugely successful and our students have been very receptive to the online format and tools offered. We took it several steps further and developed Financial Literacy workshops that we offered our students and the community in general during CUNY's Financial Literacy month April 2010. Our supervisory staff in partnership with an outside agency became certified to conduct financial literacy workshops in 2011. Presently we offer 8 workshop topic presented twice a week over an 8 week period during community hour.

C. Customer Service

Our staff as part of their professional development takes customer services classes attend workshops as well as are provided reading materials in that area. As part of our services mission and philosophy we strive to provide friendly, respectful services that will enhance our professional image and contribute to the overall student experience.

Feedback from our students, staff and the community in general is encouraged and used as a valuable learning tool to tweak our services and develop employee performance. Customer service skills are discussed in every job performance appraisal, which is done on a quarterly basis in our department.

IV. Assessment

A. <u>Streamline Transactional Processes and Wait Time</u>

We assess the effectiveness of our professional development and training by gauging the service time required in performing specific transactions at the counter. Our CRM product allows us to effectively see over time how long each transaction takes. We can then gauge the average time needed to conduct a specific transaction i.e. transcript intake. On average in 2011, that transaction took 6 minutes. If we see a staff member take on average 9 minutes over time to complete a transcript intake transaction, we will work with that staff person to streamline how they conduct that transaction. Therefore we can focus our training based on the needs of the individual. After training, the supervisor reviews the end of the month reports, to see if that individual staff member was able to reduce the average processing time to 7 minutes from 9 minutes, which would indicate a 22% reduction in processing time. The processing time impacts the wait time our students experience at the counter as a whole. The more training we do affects the efficiency of how we conduct our transactions, which correlates to the average wait time overall.

Based on our 2011 data for our Jay Express Services Counter, we conducted 47,546 transactions with an average processing time of 4 minutes and 59 seconds. The average wait time for our customers was 26 minutes and 33 seconds. The EM Call Center handled 55,690 calls with an average transactional talk time of 3 minutes and 42 seconds. The average wait time of our callers is 15 minutes and 53 second.

Goal: In 2012-13 we want to reduce the average processing time at the Jay Express Counter to 4 minutes and 30 seconds, which is a decrease of 10%. In turn the average wait time for our customers should also be reduced by 10% to 23 minutes and 54 seconds. We will attempt to fulfill this goal by utilizing our Federal Work Study students to pre-screen students' needs and assist with completing standard forms before they see a representative.

A 10% reduction at the EM Call Center translates to a new average talk time of 3 minutes and 33 seconds and an average call wait time of 14 minutes and 29 seconds. We propose to accomplish this by tweaking and improving our EM Call Center scripts. The staff will email or direct clients to video demonstrations (Vodcast) to provide visual instructions on tedious and time consuming transactions.

B. Financial Literacy

In our financial literacy program we assess by simply doing exit interviews and by gauging how many students complete our series of workshops in a semester. Our survey results in 2011 have been 99% positive satisfaction rating. Students indicated that they took away on average two new concepts upon completion of each workshop. In 2012 we have had 8 workshop held over 4 weeks, which concluded on March 28th. We still have 4 more weeks and 8 workshops to conduct. To date we have a 12% return rate from workshop to workshop and a 98% positive customer satisfaction rating. On average students indicate they take away at least 1.5 new concepts in money management.

Goal: We are looking to increase our student return rate by 10% and to increase student attendance by at least 10%. As of late other literacy workshops from various areas across campus are being held during community hour. This causes confusion and is a duplication of services. We are planning to build partnerships with CSL classes, the Math Learning Center, Academic Advisement, SEEK and Student Activities to offer workshops for their students in the 2012-13 academic year. We hope to expand the number of workshops offered by providing a more diverse offering of topics based on our spring 2012 survey results. We want to tailor make workshops that are geared towards students' interest. We hope to collaborate with the Math Learning Center in order to bring to life how to apply basic Math concepts learned through routine, everyday banking transactions and services, therefore, revealing the real life application of Math skills. We want to increase utilization of our Cash Course web page by introducing more of their topics / worksheets. Presently we had just 834 hits to the site, we aim to increase visit by 15%.

C. Customer Service

The assessment process for our customer service is dynamic and is expected to evolve over time. We presently use our own surveys twice a semester. The overall customer Service Satisfaction was high in 2011 at 94% from 608 surveys received. We also utilize the Student Experience Survey done through the Office of Institutional Research. In the 2011 survey, our office received an overall 81.6% customer service satisfaction. We utilize email comments as well in gauging the satisfaction of customer service skills utilized by the staff.

Goal: We want to increase our overall customer service satisfaction in the 2012 Student Satisfaction Survey by 2 %. We plan on achieving this goal by having more effective lines of communication with our students, assuring we have an updated web presence, adhering to our email turnaround time and sticking to our EM Call Center script for quality control. We are being conservative in this percent increase because we have no other baseline of comparison from other years. We would like to remain consistent in the 90th percentile in our own customer satisfaction surveys.