

Review of SLCC Non-Academic Programs and Services

Executive Summary

Department of Contact Center

Overview containing a brief description of the program and services of the department of the Contact Center.

This department houses several programs including a team of inbound call center staff, outbound calling staff, and the Online Success Coaching team.

A. Department Description and Services

- a. **Inbound Team-** a staff of six full-time and three part-time technicians answering incoming calls from students, staff, faculty, businesses, and community members. This team provides general information about SLCC through incoming phone calls, email, and chatbot, requiring a broad knowledge base of all areas at SLCC and access to information through the SLCC website, Banner, Canvas, etc. The team helps callers resolve questions and issues to the best of their ability. If they cannot, they direct callers to appropriate persons or departments as necessary or requested. The team also provides back up telephone answering for other Student Service departments as needed for staff meetings, retreats, or busy time.
- b. **Outbound Call Center Team-** team of three part-time employees who work on calling campaigns as needed from various departments across campus. Primary focus of calling campaigns include calling during registration time to get students registered for the upcoming semester and outreach to new students about 4 weeks into the semester to check in on progression of semester and connect to resources.
- c. **Online Success Coaching Team-** The Online Success Coaching (OSC) team consists of four, full-time coordinators and one, part-time specialist. The job of a coach is to proactively outreach to and engage with online students who are enrolled in at least two online courses and have less than 15 earned credit hours. Traditionally, the OSC team serves a cohort of 400 students per coach. For Spring 2021, one coach is currently assisting with a Competency Based Education (CBE) pilot and is serving a cohort of 150 CBE students and 150 general students. Outreach and engagement efforts for all coaches are aimed at building relationships with students in order to be a consistent resource that provides support for academic success but also, just-in-time support to assist in preventing early failure and attrition, if needed. After years of utilizing the CRM VanillaSoft and Google Sheets to track all student interactions, for Spring 2021 coaches have begun using MySuccess (Starfish) to track connections with students and Google Sheets to track outreach efforts.
- d. **Chatbot-**new system administered by AdmitHub, known as Brutus the Bruin to users. This system sends text messages to current students updating on deadlines, check-ins, etc. External users can text questions or use the web-based bot on SLCC webpages to ask questions. The knowledge base for Brutus was created by various campus departments, and Institutional Marketing has been instrumental in creating the voice and tone of Brutus. There are also specific persons in various offices who answer topic-specific escalated questions. The Director of the Contact Center answers general escalated questions and adds to the knowledge base as there are unanswered questions or new information to be added. Institutional Markets also maintains a calendar of outreach and is the clearinghouse for message requests at the college.

B. Department purpose statement and department-level goals

- a. At this time the overall department does not have a defined purpose statement or specific department-level goals

- b. Online success coaching has had the following purpose statement, goals, and outcomes in a program report published in 2019.
 - i. Purpose-Online Success Coaching's purpose is to increase online student success through engagement with a success coach who promotes opportunities for communication, collaboration, and accountability to SLCC
 - ii. Goal- Online Success Coaching's goal is to create one-on-one partnerships with online students through weekly contact, set goals, share best practices, and empower students to become lifelong learners
 - iii. Outcomes- Online Success Coaching's outcomes look to measure the impact its engagement has on retention, completion, GPA, and enrichment of the student experience.
 - iv. They had some metrics in the past, but with the implementation of MySuccess, the changing of the Outreach Tracker, and ongoing conversations in weekly staff meetings, the OSC team is in process of modifying what metrics are feasible with the changes in service implementation.
 - v. The Contact Center has aided the Enrollment Management Team goals of implementing the chatbot, expanding virtual services, and conducting calling campaigns to aid in the semester enrollment pushes. Although there is not documentation at the departmental level that these were targeted goals, they were assigned to teams in the department to complete.

C. Support to SLCC Mission, Vision, and Values

- a. **SLCC Mission** - Salt Lake Community College is your community college. We engage and support students in educational pathways leading to successful transfer and meaningful employment.
- b. **SLCC Vision** - Salt Lake Community College will be a model for inclusive and transformative education, strengthening the communities we serve through the success of our students. We support the mission and vision of the College by engaging with students, faculty, staff, and the greater community by providing the most up to date information, support, and access to campus resources.
- c. **SLCC Values** - We don't just state our values; we live them through dedicated, collective effort. Our values ground our future endeavors and help us realize our mission of being an open-access, comprehensive community college committed to the transfer education and workforce needs of our students.

Collaboration

- o *We believe we're better when we work together.*
- o All that the Contact Center does relies on the areas of the College to update us on their services and resources. We work in collaboration with departments in communicating with students to increase retention and completion efforts. OSC Team- working with Orientation and Student Success on outreach to CARES Team students, Behavioral Dashboard, MySuccess team in getting list updated and uploading cohorts. Outbound Team- works with departments to do calling campaigns through the year to inform students of services, registration pushes, etc. Inbound- provides general information of all areas of the College. The work with various departments to get updates

• Community

- o *We partner with our community in the transformative, public good of educating students.*
- o This is an area where the Contact Center staff needs to do better at aligning our work with. We have several staff members who utilize their Community Engagement Leave to help their local communities, however it isn't all the staff and not integrated directly into the work we do.

• Inclusivity

- o *We seek to cultivate an environment of respect and empathy, advanced by diverse cultures and perspectives.*

- Through the work with do with all areas of the Contact Center we strive to create environments where our students feel respected and appreciated for the various cultures, perspectives, and experiences they bring to the table. We also strive to provide this amongst the teams that we have within the Contact Center.

- **Learning**

- *We learn as a college by building outstanding educational experiences for students and by supporting faculty and staff in their professional development.*

- All that we do is geared towards the learning experiences of students inside and outside of the classroom. Our Contact Center team is in a constant state of learning the various aspects of the College so they can answer the questions from our community members. They strive to take what they have learned and teach that not only to those with whom they interact with but also to each other so that the knowledge gained is collective in nature.

- **Innovation**

- We value fresh thinking and encourage the energy of new ideas and initiatives.

- When working with College students and the greater College community; and providing basic knowledge of a variety of areas at the College the team needs to be open to learning new information and presenting things in new ways to our audiences. This can be seen in the OSC team implementing MySuccess to better connect with their cohort members and College departments. This can also be seeing in the implementation of the Chatbot as a new way to provide access to general College information to our community without them needing to call in.

- **Integrity**

- *We do the right things for the right reasons.*

- All of our teams are privy to a lot of sensitive student information including contact information, course schedules, and even GPA, with this great responsibility we show integrity in ensuring that we hold the knowledge of students in the highest regard to privacy. Our teams are also made aware of issues and concerns of our students and provide our students with the resources and skills they need to resolve their concerns and progress towards completion.

- **Trust**

- *We build trust by working together in good faith and goodwill to fulfill the College's mission.*

- Our staff works together to increase the retention of the students of SLCC by building relationships with the students that we serve and the College departments. This work is founded on a deep trust we have that what we are doing is important to the College. We also trust that other areas at the College are keeping their websites updated and sharing with the Contact Center team changes to programs and services in a timely manner.

D. Assessment of strengths, areas for improvement, opportunities, and challenges

- a. See Appendix 1 and 2 for the responses to this section from the teams that make up the Contact Center.

- b. Below are some highlights and insights from the Director.

- i. **Strengths**

- 1. The team members are dedicated to their jobs and helping students get the best services possible.

- 2. The team searched for knowledge to make operations more efficient and effective.

- ii. **Areas for Improvement**

- 1. Assign more frequent staff meetings with Inbound and Outbound teams.

- 2. More meetings and/or retreats with the Contact Center so that they can bond as a staff.

- 3. Have full time staff members over Outbound calling help with scheduling and calling campaigns.

- 4. Increase the number of Online Success Coaches to server the growing number of online students.

- iii. **Opportunities**

1. Cross training among the Inbound and Outbound teams to offer help during rush times and high priority calling campaigns.
2. Identify projects that members of all department teams can work on to foster collaboration and solidarity.

iv. Challenges

1. The current name of the department does not fully reflect all the services that the staff provides. A rebrand and refocus on the service provided and links between teams is needed to bring continuity.
2. Shortage of personnel to effectively complete and/or expand external calling campaigns, specifically in re-engagement/re-entry efforts for withdrawn students within the VFA 6-year cohort timeframe.
3. Shortage of personnel to leverage all facets of Brutus the Bruin chatbot. Functions such as surveys and engagement campaigns are underutilized due to personnel constraints.
4. Shortage of Online Success Coaches to fully support all online students who needs coaching and encouragement.
5. The current schedule for members of the Inbound team does not afford the flexibility for professional development opportunities or taking classes.
6. Lack of appropriate CRMs to do the work efficiently and effectively.
7. Reliance on college departments to provide updated information on personnel and services to best inform students when they interact with staff.
8. Lack of central Student Affairs Teams portal where communication and updates can be made to keep all parts of the division updated on new initiatives, changes in personnel, updates or elimination to services, upcoming events, etc. This would keep the Contact Center staff up to date but would also provide timely information to all areas in Students Affairs so we can better serve students.
- 9.

Background and Context

A. Significant institutional or external changes that have impacted services

The Contact Center started in the fall semester of 2000, as a singular space that people could call for basic information about the College. This was an effort to simplify what staff needed to know, about which department or person to call. This started with representatives and resources from Student Services, Registration, Academic Advising, Financial Aid, Cashiering, ID Center, and Bookstore, with a designated manager of the project housed in Student Services. A list of frequently asked questions was drafted and shared with all representatives as part of their training. This team provided incoming phone support as well as letter mail and email responses. This included answering requests for information that were sent through the mail and email and fulfilling requests for the college course catalogue.

The initial hours of operation were Monday-Friday 7am-6pm, and for a brief time hour were extended to 8pm then reduced back to 6pm. The office was located in the garden level of the Student Center.

Under the direction of David Douglas as Manager in 2000. The Contact Center was able to add a Voice Over IP phone system that afforded queuing of calls and tracking incoming calls. With CISCO we were also able to reroute phones and forward callers. David also introduced a chat application, but it was soon realized that operating a chat application and answering phones was not feasible for the team and that there needed to be dedicated staff to the chat application for it to continue.

At this time, the positions in the Contact Center were reevaluated to fit in the same classifications and pay grades based upon years of experience. The department and funds for positions were put under one budget rather than funds coming from multiple departments.

The Contact Center was moved under Library and Information Services and their offices were moved to another location in the garden level of the Student Center to make room for Cashiering Services to have a bigger footprint. This new space allowed for some shared offices and a few cubicles for the two switchboard operators and eight technicians.

The Contact Center then moved from reporting to Library and Information Services to reporting to Institutional Marketing. At this time, the staff moved to the Applied Technology Building. During their time in that space there were construction, space layout, and temperature issues. All of this directly impacted the staff and their ability to effectively help callers. Around this time David Douglas left the College and Chad Miller was hired. Under his direction, he was successful in opening up the relationships between many departments and the Contact Center. After a few years, Chad Miller moved to another department on campus and Tyler Hall became the Manager of the Contact Center. After a few years the Contact Center moved into their currently location in the Construction Trades Building, Room 124. This space was a modified classroom divided into cubicles. This also produced some noise concerns. Some noise canceling paneling and noise machines are used to help eliminate this, but it still remains an issue when a majority of staff is in the office at once.

Under Tyler Hall, the Contact Center team moved to report to the Assistant Vice President of Student Enrollment Services, within the division of Student Affairs and Enrollment Management. An additional three part-time staff were added to the outbound calling team to help with calling campaigns at the college. He also was able to promote one of the technician positions to a coordinator in August 2016. That position supervises the inbound technicians and helps with other responsibilities related to inbound calling.

In the Fall semester of 2016, the Online Success Coaching team moved to the Contact Center from eLearning where it was created in May 2015. This happened because the services provided by the team made more sense under Student Affairs than eLearning. This was a team of two full time coordinators and a part time specialist who offer coaching services to students who are taking at least two online classes. The student is assigned an Online Success Coach and invited to a Canvas course. In this course, they are provided with tips to succeed in their online courses and resources. In 2018, the team added two additional coordinators to the team to serve more students.

B. Recommendations that emerged from previous reviews or assessments

- a. The Contact Center had only participated in one other assessment (2019-2020 Annual Assessment) that is on record. You can find this document at Appendix 3.
- b. Recommendations from this assessment was to continue to offer evening and Saturday phone coverage by Inbound Calling Team technicians. Hours were extended to cover from 6:00pm-8:00pm Monday-Thursday and Saturday 9am-1pm.

C. Significant departmental changes over the last 5 years

- a. In August 2016, a coordinator position for inbound calling was created to oversee the inbound-calling technicians. Rebecca Ruffell currently serves in that position.
- b. In October 2016, the Online Success Coaching moved from eLearning to the Contact Center. The coordinators are fully remote working from home. The specialist works in person in the office.
- c. In spring semester 2018, two additional Online Success Coaches were added, bringing the OSC team to four full-time coordinators and one part-time specialist.
- d. During the 2019-2020 annual assessment, the inbound calling team did a trial of extending operating hours. The conclusion of this was to extend inbound service times to 7:30 am-8 pm Monday-Thursday, 7:30 am-4:30 pm on Friday and Saturday 9am-1pm.
- e. In 2019-2020, research was done for the implementation of a texting and web-based chatbot to chat with current and prospective students. AdmitHub was the service that was selected, and it went live in November 2020. We are collaborating with Institutional Marketing in handling the approval of answers to questions and the management of outgoing messaging. IT is managing the data uploads and software management. The Contact Center is managing

additions and corrections to the knowledge base. We are also answering escalated messages that require a human answer that are not directed to a specific office.

- f. In March 2020, in response to the COVID-19 pandemic all the Contact Center staff members moved to remote working. This was made possible by taking college computer equipment to employees' homes. New laptops were purchased to aid in the ease of this transition with funds from the CARES Act funding. The inbound and outbound calling staff thrived and appreciated this capability, which is something that they had been requesting for some time.
- g. In September 2020 the long-time director left his role. Brandi Mair became the interim director while a search for the position occurred. This concluded in January 2021, Brandi Mair was selected as director.
- h. For the Spring 2021 semester, the Online Success Coaching team moved from utilizing the VanillaSoft external software system for student cohort management and communication to utilizing MySuccess, and institutional based system that other offices are also utilizing.

D. Progress report on current departmental goals

- a. As mentioned above in the Executive Summary there are not concrete department goals that have been set by the Contact Center in recent years.
- b. As a result of the program review, a retreat will be set with the Contact Center teams individually to create some team goals, and the department as a whole to draft department wide goals.

Description of Program and Services

A. Departmental organizational structure (org chart)

- a. See Org Chart in Appendix 4

B. Specific functions of the department, and how that connects to students

- a. **Inbound Calling-** a staff of six full-time and three part-time technicians answering incoming calls from students, staff, faculty, businesses, and community members. This team provides general information about SLCC through incoming phone calls, email, and chatbot, requiring a broad knowledge base of all areas at SLCC and access to information through the SLCC website, Banner, Canvas, etc. The team helps callers resolve questions and issues to the best of their ability. If they cannot, they direct callers to appropriate persons or departments as necessary or requested. The team also provides back up telephone answering for other Student Service Depts as needed for staff meetings, retreats, or busy time.
- b. **Online Success Coaching-** The Online Success Coaching (OSC) team consists of four, full-time Coordinators and one, part-time Specialist. The job of a coach is to proactively outreach to and engage with online students who are enrolled in at least two online courses and have less than 15 earned credit hours. Traditionally, the OSC team serves a cohort of 400 students per coach, but for Spring 2021, one coach is currently assisting with a Competency Based Education (CBE) pilot and is serving a cohort of 150 CBE students and 150 general students. Outreach and engagement efforts for all coaches are aimed at building relationships with students in order to be a consistent resource that provides support for academic success, as well as just-in-time support to assist in preventing early failure and attrition. After years of utilizing the CRM VanillaSoft and Google Sheets to track all student interactions, for Spring 2021 coaches have begun using MySuccess (Starfish) to track connections with students and Google Sheets to track outreach efforts.
- c. **Outbound Calling-** team of three part time employees who work on calling campaigns as needed from various departments across campus. Primary focus of calling campaigns include calling during registration time to get students registered for the upcoming semester and outreach to new students about four weeks into the semester to check in on progression of semester and connect to resources.

- d. **Chatbot-** new system administered by AdmitHub that is called Brutus the Bruin to users. This system sends text messages to current students updating on deadlines, check ins, etc. External users can text questions or use the web-based bot on SLCC webpages to ask questions. The knowledge base for Brutus the Bruin was created by various campus departments. Institutional Marketing has been instrumental in creating the voice and tone of Brutus. There are also specific persons in various offices who answer topic-specific escalated questions. The Director of the Contact Center answers general escalated questions and adds to the knowledge base as there are unanswered questions or new information to be added. Institutional Marketing also maintains a calendar of outreach events and is the clearinghouse for message requests at the college.
- e. **Speech Attendant-** The Speech Attendant is a program that we purchase from OpenText where the names of staff members and departments are added into an accessible automated call-in feature where users can say the name of the person or department they are trying to connect with and it will automatically transfer them to that number. This takes some calls away from the inbound team so they can focus on calls that required more individual attention.
- f. **CARE Team-** this program is hosted in Orientation & Student Success. CARE Team provides targeted outreach to first generation students from underrepresented populations that have moderate risk scores in MySuccess. The Online Success Coaches have access to the students in their cohorts who are also part of the CARE Team group of students. They are provided additional information about these students and are asked to provide additional outreach to them throughout the semester. Things that were designated to impact MySuccess scores for students are cumulative GPA (as of last term), last term's GPA, attempted credits, residency type, and time since prior term.

C. Brief description of departmental functions—especially the ones being assessed

- a. These descriptions are found in the Executive Summary, A- Department Descriptions and Services on Page 1 of this documents.
- b. As the Contact Center has not undergone a program review in the past, all areas of the department and its functions are being assessed in this program review.

Review of Resources

A. Financial resources supporting the departmental budget

- a. See Appendix 5 for the most recent budget report
- b. The majority of the Contact Center funding is E&G funding
- c. Two of the Online Success Coach Coordinators salaries are funding with monies that are from the eLearning salary budgets.
- d. The office currently receives \$20,000 from the Vice President of Student Affairs & Enrollment Management to cover part of the salaries for the inbound and outbound calling teams.
- e. For the 2020-21 fiscal year, the Vice President of Student Affairs & Enrollment Management also covered the cost of the Chatbot for the first year. A budget proposal was submitted to add funds to the Contact Center moving forward.

B. Human resources—assessment of current staffing levels and needs

- a. We have put in a budget proposal for two additional Online Success Coaches. This is needed due to the increase in students taking online classes.
- b. With the addition of the Chatbot to the services of the Contact Center, a dedicated staff person to update and fact check the knowledge base, answering escalated messages, and live chatting with participants. Currently this is being done by the director with occasional assistance of the coordinator for inbound calling.
- c. To expand the outbound calling and expanding calling campaigns more staff is needed to make this a reality. Currently there are only three part-time staff members. The team needs

one full-time Coordinator who can manage the outbound calling campaigns throughout the year and manage the staff. Having more full-time staff would be ideal, but more part-time staff or work study employees would also be useful.

- d. Currently, the inbound team is at a good size for the majority of the year. One or two additional staff members would provide ease in scheduling and adding additional coverage during the “rush” periods each semester.

C. Technology resources

- a. Since moving to remote work, all staff members in the Contact Center currently have laptops that they are using as their primary work computer.
- b. In the physical office space, each of the inbound and outbound teams have a functioning desktop in their cubical space.
- c. There is one desktop printer/fax/scanner in the conference room for use of the office staff.
- d. All members of the team utilize wireless headsets to do their jobs. Many also have access to a wired headset that can also be used. They also have wired headsets that are connected to the physical phones in the physical office space.
- e. VanillaSoft- this software has been used by both the Online Success Coaches and the Outbound teams. Online Success Coaches used this as a cohort management tool. They kept track of communication and connection with students that was made via email, telephone, and text. This has been nearly abandoned by the Online Success Coaches with the adoption of MySuccess this year. The Outbound team are assigned different campaigns throughout the year where a spreadsheet is uploaded that includes name, primary phone number, and secondary phone number. The team uses this to track who has been called, their response to the campaign if they make contact, if they leave a voice mail, and if the number is incorrect or no longer in service.
- f. MySuccess- Housed in the Starfish platform, this is an online student engagement tool used to connect faculty, staff and students in order to better support students and their academic success. The Online Success Coaches have their cohorts listed underneath each coach. They use this platform to send email communications with students via the Notes function. These can be seen by the student, their faculty members, and other staff members that are part of the student’s network on campus. Students use this platform to schedule virtual or phone meetings with the coaches. While this is not a new platform at the College, Spring 2021 is the first semester that the Online Success Coaching team is fully utilizing this.
- g. Google Drive- The Online Success Coaching team has been utilizing Google Drive, specifically Google Forms to houses their Outreach Trackers for each semester’s cohort. This is a manually entered document that houses contact information for the students, outreach numbers, connection numbers, if student received star student for GPA as well as course progression, At Risk designation for low grades and/or incomplete assignments, this is also where coaches keep notes on individual students that is referred to in communication with the student to make it more individualized.
- h. Google Voice- This is service is used currently by the Online Success Coaching team to communicate with members of their cohorts. They discovered that many students do not regularly check their email or Canvas messages and prefer texts to phone calls. This system is limited to individual texts and repeat texts sent to multiple people may lock the account. As a part of the CARES Team a program called Signal Vine is being tested and may be a much-needed replacement for Google Voice’s texting features.
- i. CANVAS- Canvas is a web-based learning management system, or LMS. It is used by learning institutions, educators, and students to access and manage online course learning materials and communicate about skill development and learning achievement. Each semester a course is created and managed by the Online Success Coach Team specialist. Students are invited to join this optional CANVAS course where they are shared content targeted at skill development and access to resources that will help the students be

successful in online classes. This is also used by Online Success Coach team to communicate with students.

- j. CISCO- The phone systems at the college are run by CISCO. All members of the Contact Center team use this. Specific to the Inbound Team, CISCO Finesse is used to access the inbound calls that come into the switchboard. This system allows the team to show when everyone is free, on a call, on lunch or break, or unavailable. Other areas of the college also use this system for their inbound calls, which allows for their phones to be transferred to the Inbound Call team when they have staff meetings or retreats. The inbound team coordinator and director have the credentials to log into CISCO CCX to change those lines over when needed. This system has the automated messages that are sent when the college is closed on weekends, for holidays, during winter break, and emergencies that initiate college closure (snow days, etc)
- k. Chatbot- managed by AdmitHub, text and web-based chatting program that allows for texting of information by the college to current and prospective students. The system also allows for web-based chatting linked to outward facing webpages. The knowledge base is maintained by the Contact Center director and answers questions asked by users. Questions that cannot be answered by the bot are escalated to specific offices if questions are specific enough, if not they are escalated to the Contact Center. Admit-Hub is still working on a solution to single-sign-on access that was requested in negotiations. This would allow users to ask questions specific to their student account including class locations, balance, etc.
- l. Speech Attendant-managed by Open Text, automated name recognition software that the college's infrastructure team facilitates automatic updates, and the Contact Center handles real time updates as they are discovered. Funded by the Contact Center.

D. Assessment of the quality/capacity of staff, work environment, physical and technology resources

- a. The members of all three teams are very capable and knowledgeable in the execution of their positions.
- b. The name of the Contact Center doesn't truly fit all the services that the office houses. This was an accurate name when the primarily focus was the services of the inbound team. However, with the addition of outbound calling, the Online Success Coaches, and now the chatbot the office needs a name that more accurately reflects the services that are provided. This will hopefully help the very distinct areas in the office feel like a larger part of the whole. It is also hoped that this will lead to future collaboration on projects and innovation in services provided.
- c. All three teams have been working almost exclusively remote since March 2020. During Fall 2020 and Spring 2021 semesters one member of the outbound calling team utilized the CT124 office space in person multiple days a week so he could work in between his classes. We have also had one or two members of the inbound team that come into the office one or two days per week. The Online Success Coaching team has worked remote from their creation and will continue to work remote even if the rest of the team comes back to campus. Since the move to remote work there has been discussion for the entire Contact Center team to work remote after the rest of campus comes back in person. No decisions have been made as of yet if this will happen or not. There are mixed perspectives from staff members. Some want to be remote full time, some would like the option for hybrid options, and a select few prefer being fully in-person.
- d. There are some issues with internet quality and outages at times with remote work. However, it has been minimal. When it occurs, it can be problematic particularly for the inbound team that runs a tight schedule, especially during busy times where being down a staff member puts extra stress on the remaining staff and impacts productivity and call times.
- e. It would be helpful to have 2-4 additional inbound team members to ensure that calls are handled properly and that we have the coverage needed during busy times in the semester.

- This would also allow for some flexibility in schedules that would allow for staff to take classes and participate in professional development trainings. Two additional full-time staff members would be ideal, but we would be happy with 4 part-time staff members.
- f. The outbound team is doing well with the small staff and current assigned calling campaigns. However, they are only able to get through so many calls during the campaigns. As an example, during registration pushes we have call lists of students from previous three semesters who are not registered for the upcoming semester, this list can range from 30,000-70,000 or more. Given current registration cycles the outbound team only gets through about 10,000 calls in ideal conditions. If we are moving forward with our current outbound structure, it would be ideal to have a full-time coordinator who can supervise outbound staff and manage the calling campaign assignments. Having an additional 2-4 staff members who make calls would also provide us more staff to make calls and get through the campaigns more effectively. This could also open the team up to working on other campaigns during the times between registration pushes.
 - g. For the outbound team, a more effective approach to managing our relationships with students would be to expand the services of our outbound calling to provide more targeted outreach to students as soon as they withdraw or drop classes to try and recover those students during the current semesters. If not, they could set up a communication plan with that student to register for upcoming semesters, just as current students are managed in a case-management format by offices like Academic Advising or our Online Success Coaching team. Student who drop or stop out would benefit from having staff dedicated to getting them back registered for classes and on a path to complete their degree or certificate. This would require much more staff in the outbound team, including multiple full-time staff members. This would also require a CRM that could house information and notes on students for years. The current system VanillaSoft is working well enough for the current calling campaigns, but it does not keep a record of the interaction with callers outside of the individual campaigns that are set up. This approach would not only help with outreach to get current students to register for the upcoming semester, but it would also help the college in its 6-year cohort completion rates.
 - h. In the summer of 2020, the Online Success Coaching team moved from 200 student cohorts to 400 student cohorts. This was in an effort to serve more online students and help with the completion efforts being targeted toward our largest number of online students due to the pandemic. It is still to be seen if this is an effective number of cohort members to meaningfully outreach to. Having this program be optional for students to participate in has helped with the manageability of this number of students. With our number of online students growing prior to the pandemic, the need was seen to add more members to the Online Success Coaching team. Now, with even more online classes, that need has only increased.
 - i. The approach to the coaching of each Online Success Coach is very different based on personalities and communication styles. This has been brought to light in the past year with additional metrics by the previous director to ensure that minimum outreach was occurring. The current director has modified the metrics with the addition of the utilization of MySuccess, changing the outreach tracker, and efforts to capture and streamline the work of the Online Success Coaches, those metrics have been reduced and/or modified to reflect the changes to their worked based on the new systems.
 - j. There is a need for a more accurate CRM that has been expressed by every member of the Online Success Coach team. They spend a large part of their work week tracking their communication and outreach statistics of their cohort members. This is taking away from the time they could be outreaching to the students themselves. They have been utilizing Google Forms to house their tracking files so that each coach, the specialist, and director have access to review their outreach trackers. For the summer 2021 semester, they have been asked to migrate these trackers to the Microsoft Teams page for the Online Success

Coach team. This is to ensure that the security of the sensitive student information that is kept in those trackers are being stored only on a platform that is secured by the college.

- k. Chatbot- The chatbot that is supported by AdmitHub has been active since November 2020. The knowledge base was built by a team of members of the Strategic Enrollment Management team and the departments that are represented on this team. This knowledge base is ever evolving and is managed by the Director of the Contact Center. Any additions are reviewed and edited by the Web Based Coordinator in Institutional Marketing. This has information based primarily on FAQs that most students might have. It is not inclusive of all information at the college and is updated as the administrators see there is a gap in the knowledge base or things are added due to known changes at the college. This system has the capacity to send mass text messages to uploaded contacts. Currently, messages are being sent to current students, current students that are unregistered for upcoming semesters to increase enrollment, and larger specialty groups like those in STEM classes to inform of tutoring resources and those close to graduation. The text messaging is approved and managed by Institutional Marketing.
- l. Texting- The Online Success Coaching team is currently using Google Voice to send text messages to the students in their cohorts. This came as a solution to students who preferred and better responded to text messages than the emails and telephone calls the coaches were using.

E. Areas for improvement in efficiency or cost effectiveness of services

- a. Online Success Coaching CRM- moving between messaging students in MySuccess, Google Voice, and email is difficult, as those systems do not talk to one another nor an external system that tracks all this communication. The Online Success Coaches manually enter this communication and keep track of connections into an external spreadsheet that is currently housed in Google Docs but will be moved to Microsoft Teams. This takes a fair amount of time for the coaches to record these parts for their work. Having a system that would link to or replace what they are currently using that could automatically track the communication and connections with students. This would allow the coaches more time to outreach to students and provide services.
- b. Texting- Using Google Voice required the coaches to manually enter the numbers of their students each cohort. When sending text messages, they don't have the capacity to send a mass text to all in their cohorts. They have to send it to each number individually. They are also limited to how many of the same worded messages they can send in a given time without being locked out of their account. This is a service that the coaches can use for free, and only need to have a Google account to sign up.
- c. Outbound CRM to replace VanillaSoft- this software is adequate to host individual static calling campaigns that do not have shifting contacts. Once a campaign is created the contact list cannot be edited or added to during the campaign without losing all the information added by the Outbound team on the callers that they have already outreached to. This makes it hard to do enrollment push campaigns when those being called may have enrolled between the time the list was run and the team got to their name on the call list. This can confuse the prospective students and make them think that they didn't register correctly. They need a system that can link to Banner in real time and we could pull the information we needed to call the correct student. It would also be great if the system would keep the notes made with the student record through their time with us. This could help us keep better track of these student and serve them better in their enrollment journey.
- d. Chatbot
 - i. Texting- The texting is currently limited to specific groups due to capacity of AdmitHub. The is good for getting mass messages out to students, but it is a bit clunky when it comes to holding conversations with users in the system. We need to come up with a system that would best add to this knowledge base, while also ensuring that it is continually updated as services, dates, etc at the College change.

- ii. Knowledge base- At this time we have basic services that are most applicable to students, however there is still a lot of College information that is missing.
- iii. Real time texting- Users of the chatbot have shown to be asking very specific questions to programs and services, or to their own specific circumstance. With the current way that the escalations are managed, it can take several hours or days to respond to the students. It would be much more effective if we had a staff member(s) who were monitoring the messages coming in to the chatbot and stepping in with live chatting when the knowledge base of the bot isn't answering the questions as well as they should and can update the knowledge base in real time.

F. Analysis of resource needs for future operations (next five years)

- a. CRM Online Success Coaching- as mentioned in the section above, a CRM would allow for automated recording of communication and connections with students and would allow for the coaches to spend more of their time outreaching to students rather than keeping track of the communications they are able to make.
- b. Dashboard for Online Success Coaching- our office of Data Science & Analytics has recently started constructing dashboard that link to Banner, Canvas, MySuccess. The Online Success Coaching is in line to have one built for their work so that they can have better access to consolidated information for their cohorts each semester.
- c. Assistant Director for Online Success Coaching - The need for more coaches is needed and having this part of the department growing it would be beneficial to have an assistant director that is focused on the continued grow, innovation, and maintenance of this program.
- d. For the outbound team to be more effective in managing relationships with students we need to expand the services of our outbound calling to include more targeted outreach to students as soon as they withdraw or drop classes to try and recover those students during the current semesters. If not, staff could set up a communication plan with that student so they can register for upcoming semesters. Just as current students are managed in a case-management format by offices like Academic Advising or our Online Success Coaching team, students who drop or stop out would benefit from having staff dedicated to getting them back registered for classes and on a path to complete their degree or certificate. This would require much more staff in the outbound team, including multiple full-time staff members. This would also require a CRM that could house information and notes on students for years. The current system VanillaSoft is working well enough for the current calling campaigns, but it does not keep a record of the interaction with callers outside of the individual campaigns that are set up. This approach would not only help with outreach to get current students to register for the upcoming semester, but it would also help the college in its 6-year cohort completion rates.
- e. To align with the College's efforts in becoming a Hispanic Serving Institution, it would be very beneficial to have each team in the office have at least one full-time staff member who is a fluent Spanish speaker. It would be most beneficial to have at least two individuals - one who could work the opening shift and one the closing, so that we always have at least one staff member available to assist callers.

Collaboration with Other SLCC Departments & Community Partners

A. Overview of your relationship with other SLCC departments

- a. It is a primary function of the Contact Center to establish and maintain relationships with many offices across the college. The inbound team has the most relationships with the most departments. They outreach to service and academic offices to ensure that the information they have to provide to callers is the most updated. They also reach out when they find outdated, incorrect, and confusing information that is on the website. They also have staff members from offices come in to do trainings on new services and practices that impact how they help students. Recent presentations include the Transfer Evaluation office and Admissions for application changes. This team also partners with the network engineer in IT to manage the

Speech Attendant and ensure that the CISCO phone systems are working appropriately so that service is not interrupted for our users. The outbound team works with offices on calling campaigns periodically. Most recently they have helped eLearning with calling students who are near completion of their degrees, letting them know of a program that can provide them with a tuition waiver if they take online classes in the upcoming semester that are part of their classes toward completion. The Online Success Coach Team works with several offices to complete their services. To establish cohorts, they work with Data Science & Analytics to get the list of students eligible for the services, they also work with to construct and administer their semester survey. Recently, the team has been working closely with the coordinator of MySuccess to establish services accessible to the student cohorts in the same place where they contact their academic advisor, faculty etc. Most recently they have been working with Orientation & Student Success and with their CARE Team, providing targeted outreach to first generation students from underrepresented populations that have moderate risk scores in MySuccess. One coordinator on the Online Success Coaching team sits on the CARE Team and provides updates to both teams on outreach and projects as needed. As part of this team, they are collaborating with Orientation & Student Success, International Student Services, TRIO, Career Services, Athletics, Thayne Center, Veteran's Affairs, Academic Advising, Center for Health & Counseling, Disability Resource Center, Dean of Students, Registrar's Office, Financial Aid, and MySuccess. Currently we have one coach who is working specifically with eLearning on a Competency Based Education (CBE) cohort pilot.

B. How are you collaborating with other departments to advance SLCC strategic goals?

Provide specific examples.

- a. **Chatbot-** To get the chatbot up and functioning and continued administration of the project, the Contact Center is collaborating with the Strategic Enrollment Management Committee, Institutional Marketing, Information Technology, and the Webmaster. We also work with other offices represented on the Strategic Enrollment Management Committee to keep the knowledge base updated and to answer specific escalated messages from users. Some of these offices include Academic Advising, Center for Health & Counseling, Public Safety, the Registrar's Office. The chatbot also supports the college's strategic plan, specifically strategy #10- Close the completion gap through targeted student support, and strategy # 13- Increase college participation.
- b. **Covering Calls-** The inbound team works with some offices during staff meetings and retreats. They cover front desk services for these offices during these times so that all members of the staff can participate in those meetings. The primary offices they work with are the Registrar, Financial Aid, and Admissions. This goes toward strategy #19- Invest in our people and workplace culture, by provide time and space for departments to fully participate in their staff meetings and retreats.
- c. **Speech Attendant-** The coordinator of the inbound team and director work closely with network engineer in IT to manage the Speech Attendant so that the voice activated directory at the college is fully functionable. The IT team ensures that the back-end IT related functions of this service are updated in a timely manner. The Contact Center team helps to update contact information for people and departments at the college, so the users of the Speech Attendant are able to connect with the services that they are searching for.
- d. **CARE Team-** With the CARE Team, one of the Online Success Coaches and the Contact Center director sit on bi-weekly meetings to discuss services for students, timelines for communications, provide best practices on how individual teams are connecting with their students. They receive training that is then disseminated to the rest of the Online Success Coach team for student outreach. Recently, this team has been discussing the implementation of a product called SignalVine, at targeted texting program that provides the ability to send mass texts to students in the CARE Team as well as 1-1 texting between the staff and student. The knowledge that the Contact Center team has with the chatbot has helped with best practices, ensuring that the communication timeline isn't duplicating other text

communications going out to students. This is in direct work toward working toward Strategy #10- Close the completion gap through targeted student support

- e. **CBE Collaboration-** One Online Success Coach is coaching students who are enrolled in 10 sections of CBE for spring 2021. The coach meets weekly with the program coordinator of CBE and monthly with the faculty members over the course sections. All staff/faculty participants share work being done with students, updates on academic progress, discuss trends, and forecasts for upcoming semester course management. This pilot will be running through the 2021 calendar year. This supports strategy # 8- Strategically develop competency-based education, and strategy #10- Close the completion gap through targeted student support and Strategy # 13- Increase college participation.

C. Organizational obstacles to implementing departmental initiatives

- a. **Chatbot-** Part of the decision to bring in AdmitHub as the service to use it was understood that soon after implantation there would be the capacity to offer information to students through a single-sign-on that we use for many other services at the College. This is not something that has been developed at this point and is not likely that it will be in the 2021 calendar year. The AdmitHub system does have functionality for use to launch interactive texting campaigns and participate in live chats with users. However, the implementation team nor the staffs they represent have the staffing to support these services in a way that would be beneficial to our users. We are also so new in the implementation phases of this product that we are not fully utilizing all the features of this product that we could be. More internal meetings with specific members of the team to implement the parts for the services that we are underusing is needed over the summer.
- b. **Online Success Coaching-**
 - i. Outdated classroom performance data for students. Each Monday, the coaches receive the IRGT report that provided information from Banner and Canvas in regards to the academic performance of students. This data needs to be sorted by the coaches and checked for validity in Canvas prior to outreaching to students who are struggling academically, as to not stress them out if they are not actually performing poorly. Having access to real time data from Canvas would be beneficial in the communication and connecting with students. Going through the report takes a lot of time for the coaches to sort through each week, which could and should be spent communicating with students.
 - ii. CRM that auto-tracks communication and connections. As mentioned in previous sections, the use of multiple systems that are tracked manually are taking time from the coaches connecting with students. This is also brings some concerns to the accuracy of the data. This has been the sources of concern to all on this staff.
 - iii. Texting through Google Voice. As mentioned in previous sections, this system is appreciated so that texting is a possible form of communicate with students, however its limitations make use cumbersome and at times ineffective.
 - iv. MySuccess- Transitioning to this system from VanillaSoft has been a bit slow and has had several glitches. Because there is not an Online Success Coaching designation in Banner, our team relies on the part-time MySuccess coordinator to make any changes that are needed in the cohorts and for any reporting that is needed. This provides issues in timeliness of the reporting and it also puts extra strain on the already busy part-time MySuccess coordinator. Getting this designation would free up this person and provide some freedom for this team to do their work. Learning a new reporting and communication system brings its own obstacles, which the team is working through and putting together best practices for working with the system in upcoming semesters.
 - v. Lack of requirement or incentive for students to participate in success coaching. Since there is not a requirement for the students to complete the Canvas course, communicate, or meet with the success coaches, it can be hard to engage and connect with the students assigned to each cohort. Data from previous cohorts and national research demonstrates that coaching

programs like this are effective in increasing GPA and persistence/completion of students. The coaches have expressed that they feel the coaching program would be more impactful and provide benefits to more students if there were some mandatory engagements on the side of the students.

- c. **Inbound Calling-** The biggest obstacle to the inbound team providing its services in a timely and effective manner is the lack of access the most correct and updated information from all the departments on campus. This team primarily utilizes the college website, shared information from departments, college wide messaging, and information relationships to keep updated on things happening at the college and updates in the services that are provided. This means that the information that they are able to give to callers is only as good as the information that have access to. The simplest fix to this would be a requirement for departments to keep their websites up to date with information as it changes. A secondary obstacle is the lack of adequate staff during the rush periods during the semester that was discussed above.
 - d. **Outbound Calling-**The primary obstacle for this team to completing the calling campaigns assigned is the lack of staffing for the call volume, as discussed above. If these services were to be expanded, then an updated CRM aligned with the direction of this team would be needed, as mentioned in previous sections.
- D. Overview of your relationship with community partners**
- a. At this time there are not really relationships with community partners the teams of the Contact Center engage in outside of the relationships that we have with the vendors we use.

Impact on Students

A. Description of departmental impact on students

- i. **Inbound-**The inbound team is often one of the first persons our student is interacting with. They take calls and help students with any questions, concerns, or access to information that they need. They are trained to know about almost all areas at the college, and either answer the questions/concerns themselves or know who the correct office or person to connect the students with to get what they need to access services. This is impactful to students because getting timely answer or accurate connections to the appropriate place on campus can be the difference between a student applying, registering, or continuing with us. Having the inbound team have access to Banner is also key into getting quick answers to students. They can look up class schedules, hold information, basic student information, etc.
- ii. **Outbound Team-** The outbound team provides outreach and timely information to current students about resources when checking on first time students during the semester calling campaign. During the enrollment calling campaign, they are impacting students by reminding them of the ability to still register for upcoming semesters with detailed information on how to start that process. This could be the catalyst to getting students back into the classroom after an absence. During specialized calling campaigns, they are often bringing attention to the resources, scholarships, tuition waivers, etc. that are sent to students via email that they may have missed due to not checking their email.
- iii. **Online Success Coaching-** The Online Success Coaching team is targeted at serving students who are taking at least two online courses, have taken less than 15 credit hours at the college, with preference in cohorts given to students who identify as first generation. The coaches provide targeted outreach to the students in their cohorts in addition to the resources that are provided to the students in the Canvas course that is created for those students selected to participate in Online Success Coaching. The intentional outreach has been proven to increase retention and academic success, while also showing a GPA increase related to the total number of connections made with their coach. There is also anecdotal evidence from the coaches that their services help students gain access to resources that help them be able to afford college through connection to scholarships, get access to tutor services, help with

filing exemptions for financial aid or enrollment due to hardships, or connect to services in the Center for Health & Counseling.

- iv. **Chatbot-** This allows for students to get quick answers to questions they have about the college that they can use the text function on their phones. They also receive text messages reminding students of important dates that keep them on track to staying productive in their course and on track to graduate. It also allows for students to ask questions and get answers to questions at all hours of the day, even when campus services are closed.

B. Provide data from surveys, assessments, other feedback from students

- a. The inbound and outbound teams do not have any record of data from surveys, assessments or feedback from students.
- b. The Online Success Coaching team conducts a student satisfaction survey each semester for their cohorts. This is included in Appendix 6, 7, and 8

C. How do you incorporate an equity and inclusivity lens to the services you provide to students?

- a. This is an area where the Contact Center can be much more intentional in how we structure our services and implement our projects.
- b. **Online Success Coaching-** When students are selected for the cohorts, we are specifically targeting students who are new to online learning and have completed less than 15 credits. The list is first sorted to include any first-generation students into our cohort. This is to provide outreach to those students who may need additional reminders and help accessing resources on campus. The services offered by the coaches are intended to be inclusive and equitable and highlight services and resources for the students who are new to online learning and newer to the college. The coaches frequently share best practices in meetings and retreats on how best to serve our first-generation students and from our underrepresented student populations. The CARE team collaboration that they participate in is also charged with providing targeted outreach to first-generation students from underrepresented populations that have moderate risk MySuccess scores. Knowledge sharing with the other members of the CARE team also connects students to resources in a timely manner. They also share communication best practices. The main benefit of participation in this is a data-driven approach to the outreach and connection to students.
- c. **Inbound-** the lens of services that this team offers to student is to help any callers to the best of their ability. Given the definition on the SLCC's website of inclusivity "is the active, intentional and ongoing commitment to ensuring that all members of the campus community are able to fully and meaningfully participate in and contribute to all aspects of campus life (i.e., in the curriculum, programs and resources, and in practices and processes)," this team works very hard to ensure that all callers provided with the access to the resources and services that they should be able to access.
- d. **Chatbot-** As the knowledge base and responses to questions have been created, we have edited wording to be appropriate and not include wording, references, or tone that could be interpreted or be actually insensitive or discriminatory. This is something that we take continued feedback on and continue to work to update this as we are aware of any issues with the knowledge base. When the chatbot was researched, it was imperative that the chatbot be able to interact with students in a language that they best communicate in. The chatbot has over 125 languages that it can interact with users in. Users are able to type # then the language to change the language interface of the bot. The conversations are seen in the administrator profiles in English, if there is need for a response those are delivered to the user in the language they selected.

Summary Analysis and Conclusions

- A. Summarize conclusions resulting from the self-study
 - a. There are three very distinct teams that make up the Contact Center. All three have very dedicated and knowledgeable staff who provide excellent service to the students they serve and often go above and beyond.
 - b. There needs to be a name change to the department that better reflects all teams in the department. This includes writing an encompassing purpose statement and departmental goals.
 - c. The inbound team is very gracious at covering the phones for other offices during staff meetings and retreats, there needs to be a reciprocal relationship with those departments so that the inbound team can have retreats as a whole team.
 - d. The overall department needs to have more targeted conversations around how our services can be more inclusive and equitable. The Online Success Coaching team has conversations like this often, but more action items could result from these conversations. The inbound and outbound teams have yet to have conversations in this area and need to.
- B. Analysis and reflection on challenges and areas for improvement
 - a. The challenges that this team has truly center around access to the technology, specifically CRMs they need to efficiently and effectively do their work; and having enough staff members to cover and expand services to students.
 - i. With the CRM, an evaluation college-wide of what CRMs are currently being utilized, assess what services they are providing their current users, determine if there is repeat in the services being provided, and if consolidation of CRMs and pooling of financial resources might be possible. This could be a good step before looking into adding new CRMs to what the college already invests in.
 - ii. In regards to staffing, all three areas of the staff are in need of additional staff members. There is a current IBP request submitted to add two additional Online Success Coaches for that team to be able to serve more online students and to meet the need of having a dedicated coach for CBE. For the past several years, the Online Success Coaching team has submitted requests and rationale for an assistant director to oversee the running of the coaching program. With the addition of new coaches, this would be beneficial to have a leadership position in the department to take this focus and free up the director to focus on other projects and initiatives. The outbound team has the opportunity to help with the re-engagement of non-registered students. By having ongoing, intentional communication to set up re-entry plans when students drop classes, withdraw, or don't register without a completed degree or certificate. We would need several more staff members and a team lead for this to be a viable venture for this department. For the inbound team, there is need for additional staff members to help during rush times and to allow for flexible schedules for professional development time. To fully utilize the chatbot and provide opportunities for interactive and live texting, one full-time and one part-time staff members are needed for communication and knowledge base upkeep. These persons would also be able to answer emails sent to the Contact Center email and help with inbound calling during downtimes.
 - b. The teams rely heavily on the update of information from departments outside the Contact Center to effectivity and efficiently serve the students.
 - i. The inbound and outbound teams rely on departments across the college to update the college's website and send updated information on staffing, service changes, upcoming events, and hours of operation so that they can provide the correct information to students. The chatbot also relies on this to update the knowledge base and to answer escalated conversations.
 - ii. The Online Success Coaching team relies on Data Science & Analytics for their IRGT report to assess student progress in classes. At this time, it is out of date by at least three

days and required hours of work for coaches to verify the information to accurately outreach to students each week.

- C. Describe potential goals and action steps the department could take to make improvements
 - a. Set at least one all-department retreat per year and one staff meeting per semester.
 - b. Set a regular schedule for inbound and outbound staff meetings.
 - c. Set semester retreats for each team to set project goals, review progress on past goals, discuss strategies to learn about inclusivity and equity as it pertains to the work we do, and brainstorm how we can set goals toward more inclusive and equitable practices.
 - d. Set up a working group to evaluate current CRMs and other software being used at the college and the capacity for collaboration on services. If that proves to not expose commonality in systems, then put together a working group to review CRMs and start the RFP process.
 - e. Work with the Banner team to explore a banner designation for Online Success Coaching to aid in the utilization of MySuccess and to lobby for a dashboard from Data Science & Analytics for the Online Success Coaching team.
 - f. Set up a liaison program with the Inbound team where each member of the team works with departments and services that are called most often about. They will establish a contact, meet with them once a month to discuss any updates in service or staffing, and report back to the inbound team and update the shared document with the most accurate information.
- D. Ways department can advance SLCC mission, vision, values, and goals
 - a. The department can be more intentional on engaging in college-wide conversations regarding equity and inclusivity. Setting up a scheduled for the inbound team to attend or engage in shifts so that they are part of the conversation and can link it back to the work they do.
 - b. Evaluate our current structure of outbound calling and intentionally tie the services to increase student completion and help work toward the achievement of equity in student achievement and completion.
 - c. Look into more ways that we can engage student analytics and the work of Data, Science & Analytics in our operational changes and services provide.
 - d. Continue our relationship with Online Success Coaching and CBE to provide assistance with the ongoing pilot and help with the development of a robust CBE program.
 - e. Review the current structure and students served in Online Success Coaching to see how it might better align with Strategy #10 and Strategy #12.