



THE HUB: A Public Relations Proposal

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Table of Contents

Executive Summary	2
Section One: Informal Research.....	3
Situation Statement	4
Client Interviews.....	5
Personal Contacts.....	6
Focus Group	8
Communication Audit	9
Secondary Research	11
SWOT Analysis.....	13
Section Two: Formal Research	14
Conclusions	15
Survey Results	16
Section Three: Recommendations	23
Introduction	24
Goal 1	25
Proposal 1: Events	26
Proposal 2: Mission Statement.....	27
Proposal 3: Website	28
Goal 2	29
Goal 3	30
Evaluation	31
Appendix.....	32
Survey Questions.....	33
Full Survey Results.....	35
Events Budget.....	47
Press Releases	48
Email Newsletter	51
Handout.....	52
Website FAQs	53

Executive Summary

The Student Services Hub, or “the Hub,” has served BJU students for the past five years, providing them with assistance in the areas of Admission, Academics, Financial Aid and more. The Hub functions as a vital connection between these offices and the students at BJU, providing the students with the most efficient and helpful assistance possible. Over 70 employees work in the Hub, and many of them interact with students daily, making the Hub an active and interactive space between BJU staff and BJU students.

While the Hub successfully operates as the liaison between the staff and the students, they have expressed a desire to be evaluated to determine the Hub’s strengths, weaknesses and possible areas of improvement. This proposal reflects that desire for evaluation and improvement in its research, conclusions and recommendations.

The research that was conducted for this proposal can be divided into two categories, informal and formal research. While each category uses different methods, the combination of the two produces the anticipated result: an accurate picture of the Hub’s relations with its key public (i.e., students).

Our research revealed several key facts about the Hub and its operations. First, while students communicate regularly and successfully with the Hub, some students remain confused about the Hub’s purpose, services and location. Second, our research showed that while students felt their needs were being met, some believed that the customer service could be improved. Finally, we received some feedback about the physical layout and structure of the Hub and how that space could be made more comfortable and accessible to students.

After drawing these conclusions from our research, we organized our findings into three main goals, each with their own objectives, strategies and tactics. We also created several specialized proposals with specific recommendations. These proposals are designed to give the Hub concrete and measurable ways to accomplish the three main goals.

The final part of this proposal includes an evaluation plan that will allow the Hub to measure the success of the implemented tactics and proposals.

Section One: Informal Research

There are two basic types of research in a public relations proposal. The first is informal research. This research is qualitative (so it can't be quantified), but it's often used to explore and define a problem. Informal research includes interviews, focus groups, communication audits and other qualitative research such as a SWOT analysis. We used this research to learn about the Hub and start to define some areas of improvement.

Contents:

- Situation Statement
- Client Interviews
- Personal Contacts
- Focus Group
- Communication Audit
- Secondary Research
- SWOT Analysis

Situation Statement

Bob Jones University's Student Services Hub, or "the Hub," is the combination of the Financial Aid, Academic Advisory, Student Accounts and Admissions Offices. Created in 2015 to be a "one-stop shop" for students, the Hub brought together a variety of services in one central location for greatest convenience. These services are divided into the following areas and services offered:

- Financial Aid
 - Accepts financial aid forms
 - Provides information about financial aid deadlines
 - Accepts donor thank-you notes
 - Schedules appointments with financial aid counselors
- Academic Advisory
 - Accepts transcript requests
 - Processes student enrollment verification requests
 - Initiates course withdrawals
 - Schedules appointments with the Registrar
 - Accepts transfer work requests
 - Assists with the class registration process
- Student Accounts
 - Assists with viewing/paying school bill
 - Cashes checks
 - Issues account refunds
 - Sets up direct deposit for campus earnings
- Admissions
 - Accepts reservation deposits
 - Accepts health immunization forms
 - Connects former students with re-enrollment counselor
 - Facilitates international student paperwork
- Hub-Specific
 - Provides notary public services
 - Issues ID cards (new & replacement)
 - Distributes parking permits
 - Issues temporary parking permits

Over 70 employees work with thousands of students every semester to meet their needs. Because the Hub services are closely tied to student life, most BJU students will interact with the Hub at least once during their college career.

Through our informal research, we have determined that the Hub desires those interactions with students to be characterized as easy, helpful and friendly.

Client Interviews

Angela Maxwell from the Registrar's Office and Cindy Clements from Financial Aid currently manage the front desk of the Hub and would like to see creative ways of communicating more effectively with the students as well as ways to minimize students' feelings of intimidation when using the services of the Hub. Our meetings took place Thursday, February 13, and Tuesday, February 18.

Through our client interviews with Mrs. Maxwell and Mrs. Clements, we realized that their two perspectives were very similar. Their goal for the Hub is that it serves as a "one-stop shop" for students and faculty.

While they both have a desire to help students, they demonstrate it in different ways. Mrs. Maxwell takes the perspective of a loving mom who tries to fix the students' problems while giving them chocolate, and Mrs. Clements takes the position of giving the students a dose of the real world. Both clients agree that they work very well together and complement each other's strengths and weaknesses.

We gathered the impression that they are both happy to see our proposal because they are constantly looking for ways to make the student experience more enjoyable and helpful.

Areas of Potential Improvement

Based on our interviews, the clients suggested various areas of potential improvement. These include the following:

- Create a mission statement/slogan for the Hub.
- Find a better way to inform students about services offered at the desk and online.
- Learn what method of communication is best to use with students.
- Make various processes easier for the students.
 - Our clients said there are so many technical rules that students struggle to remember, and they would love to ease the pain of getting financial aid, dealing with absences and dropping/adding classes.
 - This could include an FAQ section on their website.
- Make the Hub more inviting in general, including design, layout and decor.
- Facilitate better ways to handle paperwork and explain things to students about/from the back offices.

Personal Contacts

We informally interviewed 30 students, from freshmen to seniors, majoring in a variety of disciplines from exercise science and graphic design to elementary education and biblical counseling. We asked them if they had used the Hub, what they used it for, and what their overall experience with the Hub was like.

Of the 30 students we asked, only three said they had never used the Hub. A few were confused as to what exactly the Hub was, asking things like, “Is that the thing up in the top of the student mall?” Three students assumed the Hub was the entire second floor or thought it was just the study areas throughout the second floor.

Four overall themes emerged as we interviewed students.

Major Themes

First, many students are unsure of the Hub’s services or how to express what they need.

Many students expressed confusion about services offered at the Hub and said they struggled with how to ask for what they needed. Here are some quotes from the personal interviews:

- “I know what I need, but I don’t know how to verbalize it so they know what I’m talking about. I have no idea where to start.”
- “It’s unclear what you actually need to do there.”
- “It’s confusing. I can see how it might be helpful, but no one has a clue what [the Hub] does.”

Second, many students are conflicted when it comes to their experiences with the Hub.

While some students have solely positive or negative responses, many were conflicted and saw a little bit of both. The same people would say positive and negative things about the Hub. Here are some examples:

- “I think it can be good at times but really frustrating at other times.”
- “I think it’s helpful, but it can be pretty intimidating up there.”

Third, many students have negative experiences with customer service at the Hub.

Despite not being asked any specific questions about the customer service, many students offered their opinions. While some students had positive comments such as, “They’re helpful to figure out classes,” and “It’s generally nice and easy,” in reference to the Hub’s customer service, many had complaints.

- “They seem a little uninterested when you go and talk to them.”
- “Sometimes you go there, and they’re like, ‘What are you doing? Why are you here?’ And I’m just like, ‘I am just trying to ask for help!’”
- “It’s intimidating, especially to freshmen. They get all weird on you.”
- “The staff is condescending and irritated with my questions. I know other students are similarly frustrated by a lack of empathy or support from the Hub staff.”

Fourth, some students complained about the physical location and structure of the Hub.

Many expressed complaints about the physical Hub location and structure, although some commented on the fact that it does work nicely as a centralized location for many services.

- “I can’t tell where anything is. The directional signage is terrible.”
- “There isn’t enough seating for it to be comfortable.”
- “It needs a bigger space to be more productive.”
- “It’s in a physically awkward position. The flow of lines [is] terrible.”

Focus Group

Our focus group was held on February 24 in the conference room of The Den for one hour. Ten people attended.

We hoped to gather a lot of different perspectives from our focus group, so we made sure that each member of the group came from a different major, classification and/or position on campus. The focus group shed light on certain issues but also reinforced the feedback we had received from our personal interviews.

Here are a few of the questions we asked and some of the answers.

Do you think the Hub does an adequate job of informing students on what services they offer and who they are?

- “No, not at all.”
- “There’s a lot of red tape, and students are intimidated when they go to the Hub.”
- “There are many forms to fill out that can be confusing.”

What are some practical things that could be implemented that would help you know what the Hub is for?

- A series of posters with FAQs with a similar look to the Career Center posters.
 - Students **love** those posters because they’re vague yet clever enough that the students will read them several times and study them to understand.
 - Students respond well to posters if placed strategically, i.e. in certain Alumni and FA classrooms.
- Someone from the Hub could come and talk to First-Year Seminar to break the ice and help students, especially freshmen, feel comfortable going to the Hub.
- Physically change some of the design layout (have brighter lighting, lower desks, and more seating around Hub).
- Provide handouts at the Hub and for First-Year Seminar to explain what the Hub does.

If you have interacted with the Hub, is there a particular impression or aspect of the Hub that stands out to you?

- “Overall a negative experience.”
- “You have to come knowing every detail of why you’re there so you don’t get questioning looks from the workers of why you’re there in the first place.”
- “Students feel like they’re being judged for not completely knowing how to ask a question if they’re really confused.”

Communication Audit

The Hub communicates information to their audience in **three main ways**: their Hub pages on the BJU website, emails to students and digital signage. Very rarely, they might text a student if the student hasn't been responding to emails about something important. They currently do not utilize social media or posters.

The Hub's biggest **strength** is clear communication in their emails with students. When students don't know what to do at all, they usually end up emailing the Hub for some direction. Many questions and problems can be solved simply through email and can save a trip to the Hub. The Hub's main **weakness** is the lack of online and printed resources available to help students. Many of the emails between the Hub and the students could have been avoided if the students already knew the policies/rules or could look them up somewhere.

Website ([Link](#))

The Hub's information can be found in one main location on the BJU intranet. When on the intranet, there is a row of links at the top, one of which is for the Hub. When you click that link, a basic page about the Hub can be viewed. This page gives a quick statement about what the Hub is, what they do and how to contact them. Underneath are five sections labeled Academics, Financial Aid, Student Account, Student Employment and Other Resources, each with many more links.

The organization of the website, however, is confusing. The five sections do not have any description about the topics, so students looking for something in particular may not know what section it falls under. Students will most likely end up going to the Hub or emailing the Hub instead of wading through this information online.

Besides the information on the Hub listed above, little other information is available online. You can find the Hub hours on bju.edu under "Office & Building Hours." Under "Department Directory," there is not even a listing for the Hub, although there is one for the Registrar's Office.

Emails

The Hub's primary mode of communication with students is through emails. Our clients supplied us with sample email communication to and from students so we could understand the general inquiries students usually have and the types of responses the Hub gives.

Students (and occasionally parents or teachers) ask the following types of questions:

- Absences/getting withdrawn from a class
- When school bills are due
- Income tax returns from working at BJU
- Receiving transcripts
- Drop/add period and switching schedules
- Updating information on Student Central
- ID card access to buildings
- Receiving diplomas
- Taking courses at other universities for BJU credit

While helpful, the Hub's replies to these questions sometimes communicate the same information that can be found on the website or in handbooks. This means that students don't always know they can find the same information in those places. Besides this, the communication is generally friendly, informative and helpful for the students.

Digital Signage

Digital signage includes the TVs in The Den, the Hub, residence halls, FMA and classroom hallways, among other places. These TVs show slides from various organizations and give various information. The Hub has, in the past, used slides on these TVs to communicate information about the following areas:

- Hub summer hours
- Contact information
- Class withdrawal deadline
- Hub personnel spotlights

They sometimes post Bible verses, but these do not reference the Hub in any capacity.

Secondary Research

Content Analysis

The Hub's media references are limited and lack detail. Mentions in the media, perhaps *The Collegian*, which shares their target audience, could help the Hub and could be used to explain their purpose and resources.

- BJU Today "Article" ([Link](#))
 - Analysis: Either this article was never finished, or it was taken down. It contains only a headline.
- *The Collegian* Article ([Link](#))
 - Analysis: This article was written in 2015 about the launch of the Hub and how the Hub is a combination of four different student service offices.
- BJU Calendar ([Link](#))
 - Analysis: BJU's official calendar contains announcements from the Hub, such as when it is open and when drop/add period begins and ends.

Audience Research

The Hub's target audience is mostly college students between the ages of 18 and 24. Students at BJU are 44% male and 55% female. Over 80% percent of the Hub's target audience receives financial aid from BJU.

BJU Demographics:

- Total enrollment: 3,005
- Undergraduate enrollment: 2,647
- Percent of undergraduate enrollment by gender
 - Men: 44.6%
 - Women: 55.4%
- Percent of undergraduate age
 - Under 24 years: 96%
 - Over 25 years: 4%
- Percent of graduate age
 - Under 24 years: 28%
 - Over 25 years: 72%

Generation Z Psychographics:

According to [this VisionCritical article](#) from 2019, Generation Z or “GenZers” are confident, optimistic, health conscious and tech savvy. They are also conservative spenders, image shoppers (they buy what looks good), and like to travel and live in comfort.

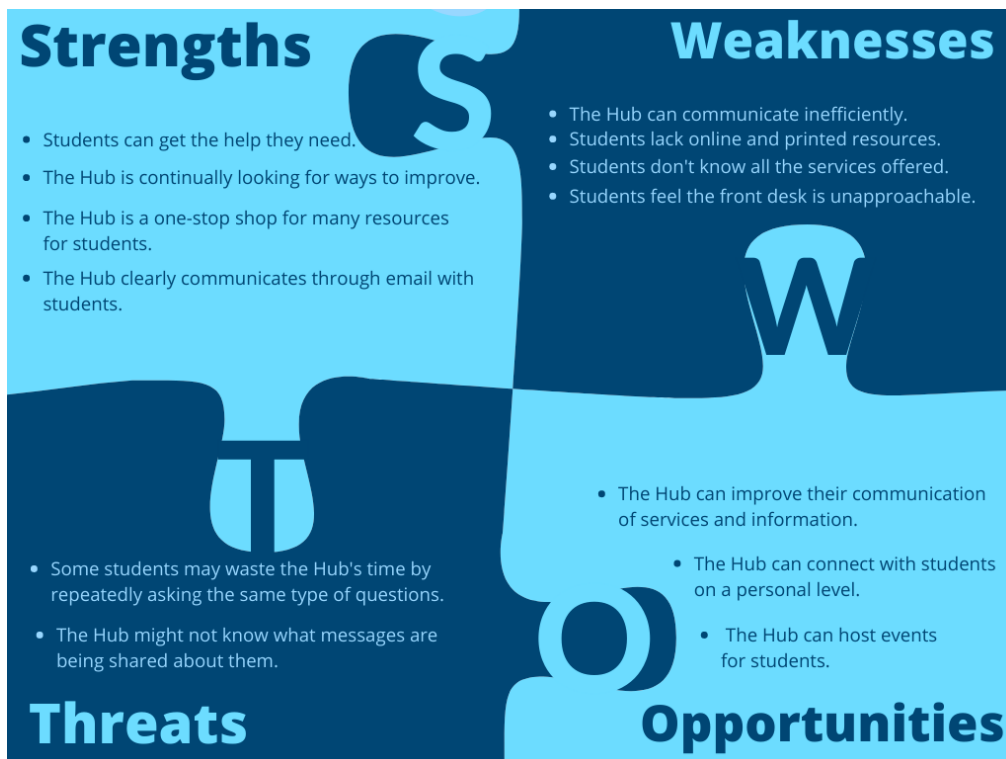
BJU Psychographics:

As far as beliefs, goals and core values go, many BJU students’ reflect the same characteristics found in other GenZers. They have standards they hope will be met at BJU which include the following: a comfortable atmosphere, character-building experiences, an economical cost and a successful outcome. Their main goal is usually to graduate from BJU with a degree in their chosen field of study. With easy access to and communication with the Hub, students can accomplish that goal.

SWOT Analysis

A SWOT analysis allows for better visual representation of various findings. SWOT stands for Strengths (what the Hub is great at), Weaknesses (internal areas to improve), Opportunities (ways to grow), and Threats (potential external problems).

- **Strengths**
 - Students can get the help they need.
 - The Hub is continually looking for ways to improve.
 - The Hub is a one-stop shop for many resources for students.
 - The Hub clearly communicates through email with students.
- **Weaknesses**
 - The Hub can communicate inefficiently.
 - Students lack online and printed resources.
 - Students don't know all the services offered.
 - Students feel the front desk is unapproachable.
- **Opportunities**
 - The Hub can host events for students.
 - The Hub can connect with students on a personal level.
 - The Hub can improve their communication of services and information.
- **Threats**
 - The Hub might not know what messages are being shared about them.
 - Some students may waste the Hub's time by repeatedly asking the same types of questions.



Section Two: Formal Research

Formal research (quantitative research) results in statistics, helping us formalize the areas that the Hub can improve. Formal research most often includes administering a survey to the target audience. We conducted a survey and drew conclusions about our findings.

Contents:

- Conclusions
- Survey Results

Conclusions

While our survey results were limited because of the unique conditions surrounding distance learning when the survey was administered, we still received 42 responses. Though not scientifically representative of entire student body at BJU, these responses were still helpful and ranged pretty equally from freshmen to seniors. Our survey results also confirm many of the initial conclusions we had at the end of our informal research.

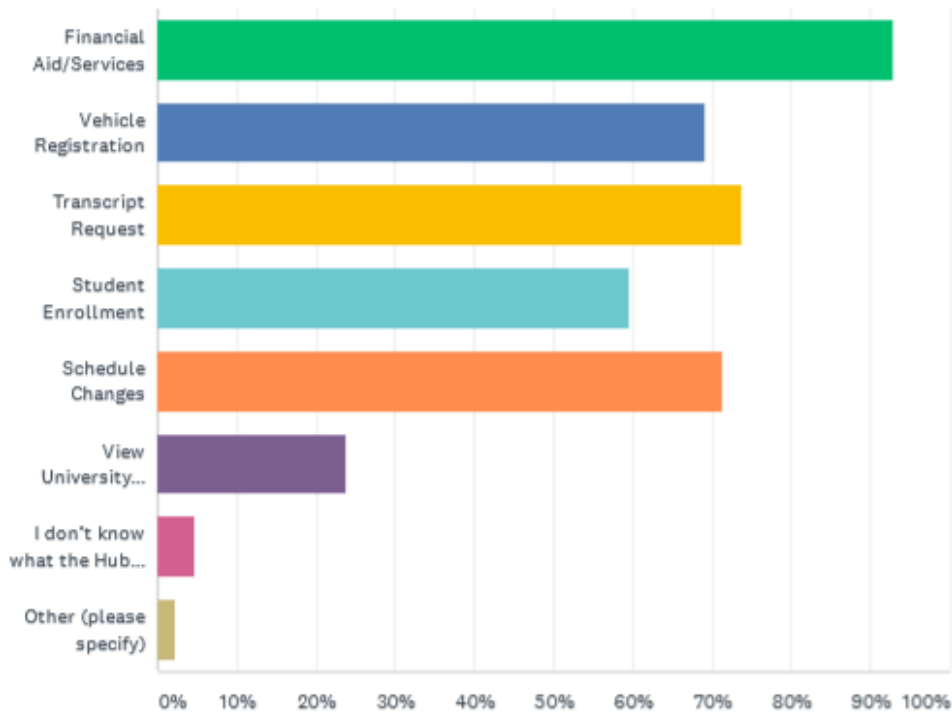
From our survey results, we can see that while the Hub is a great resource already, there are definitely actions that can be taken to improve students' experiences in the future. Three big areas of improvement are the Hub's communication with students, the Hub's customer service and the Hub's physical structure.

In the following pages, we drew out some of the most significant survey results. The complete survey and results can be found in the Appendix starting on page 33.

Survey Results

Which of the services below offered at the Hub are you aware of
(choose all that apply)?

Answered: 42 Skipped: 0



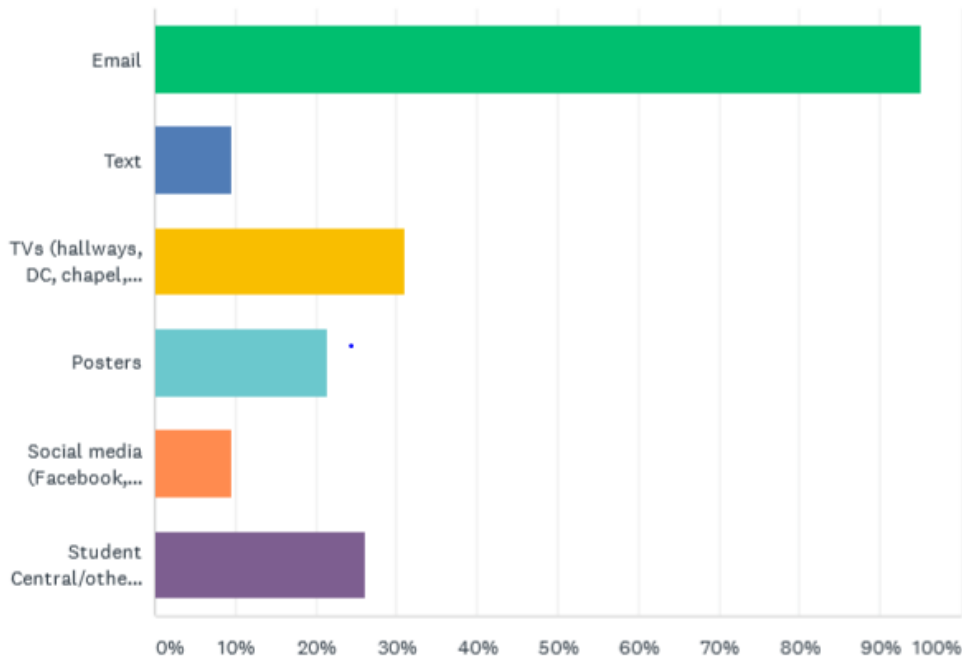
This question addressed the knowledge students had about the Hub and its services. Overall, it appears that students generally know the types of services the Hub can offer. Only two students (4.7%) said they didn't know what the Hub offered.

This information coincides with our personal interviews and focus group results; while many students know the general services offered at the Hub, most students aren't aware of all the services offered. Our communication audit also revealed that while students might know what the Hub offers, they don't always know how to go about solving their problems. However, the Hub does do a good job overall at least communicating the types of services they offer.

Survey Results, Continued

Which of the following methods would you like the Hub to use to communicate with you (choose all that apply)?

Answered: 42 Skipped: 0

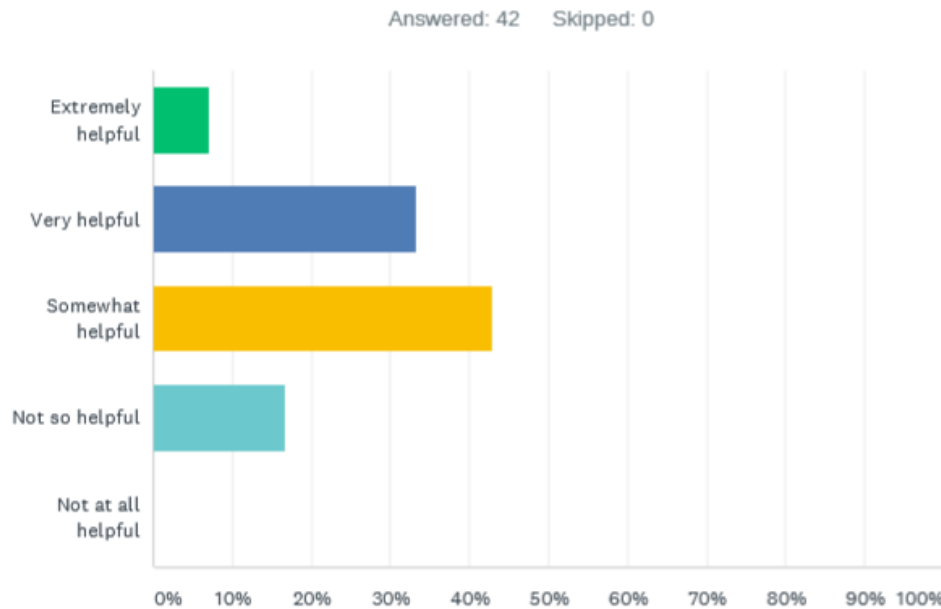


Our clients wanted to know the types of communication methods that students prefer. This question addressed that. Surprisingly, email was by far the most popular, with 95% of respondents saying email was preferable. After that, almost 31% of respondents answered TVs (the digital signage), and 26% answered Student Central or other BJU websites. Though we originally expected posters and social media to be popular, very few respondents preferred these methods. This is reflected in our recommendations/action stage, where we provided some sample emails and website changes to help communicate with students.

Note: There is a chance that adding posters and social media could be helpful even though the respondents didn't choose them on the survey. However, since most students chose other forms of communication, we don't focus on posters or social media in the recommendations/action stage.

Survey Results, Continued

How would you rate the helpfulness of posting signs listing Hub services near the Hub counter?

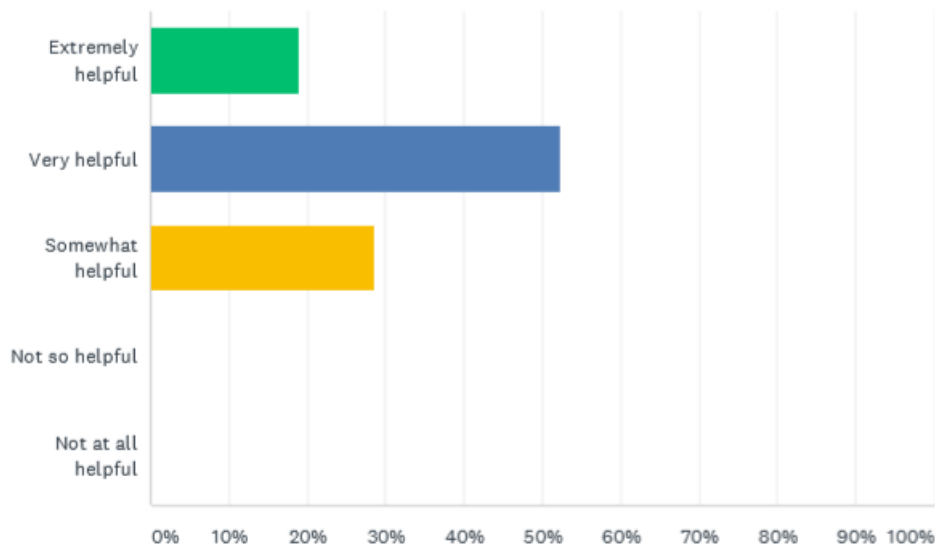


During our informal research, we learned that some students didn't know exactly where the Hub was located. Because of this, we asked in the survey if signs near the Hub would be helpful. Respondents had a fairly positive response. Only 16% of respondents said signs would be "not so helpful," and no one answered that they would be "not at all helpful." Comparatively, 76% said signs would be "somewhat helpful" or "very helpful," and 7% said signs would be "extremely helpful." Posting signs near the Hub would be beneficial for two main reasons. First, they help students, especially freshmen, navigate the second floor to find the Hub. Second, they help remind students of the types of services the Hub offers.

Survey Results, Continued

How helpful would it be to have a Hub representative speak to first year seminars?

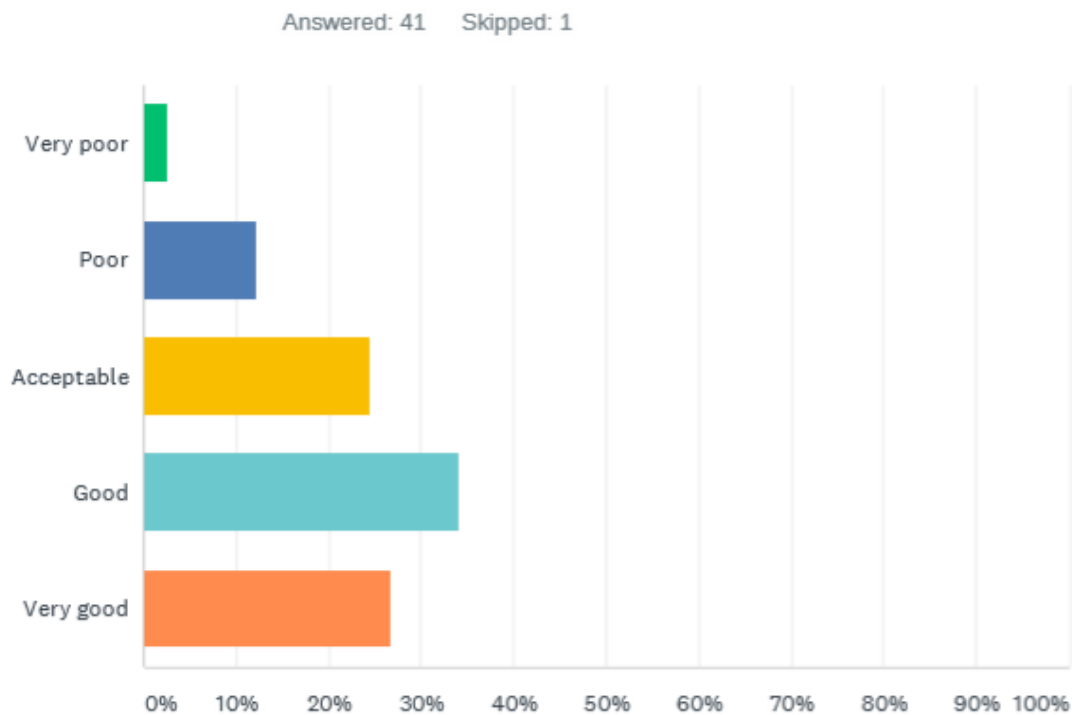
Answered: 42 Skipped: 0



During our focus group, students discussed the possibility of having a Hub representative speak at First-Year Seminars. After asking this question in our survey, we've realized that a Hub representative speaking at First-Year Seminars would be extremely beneficial. Every respondent answered positively to this question, with 52% saying it would be "very helpful" to have a representative speak at First-Year Seminars.

Survey Results, Continued

How would you rate the customer service at the Hub?

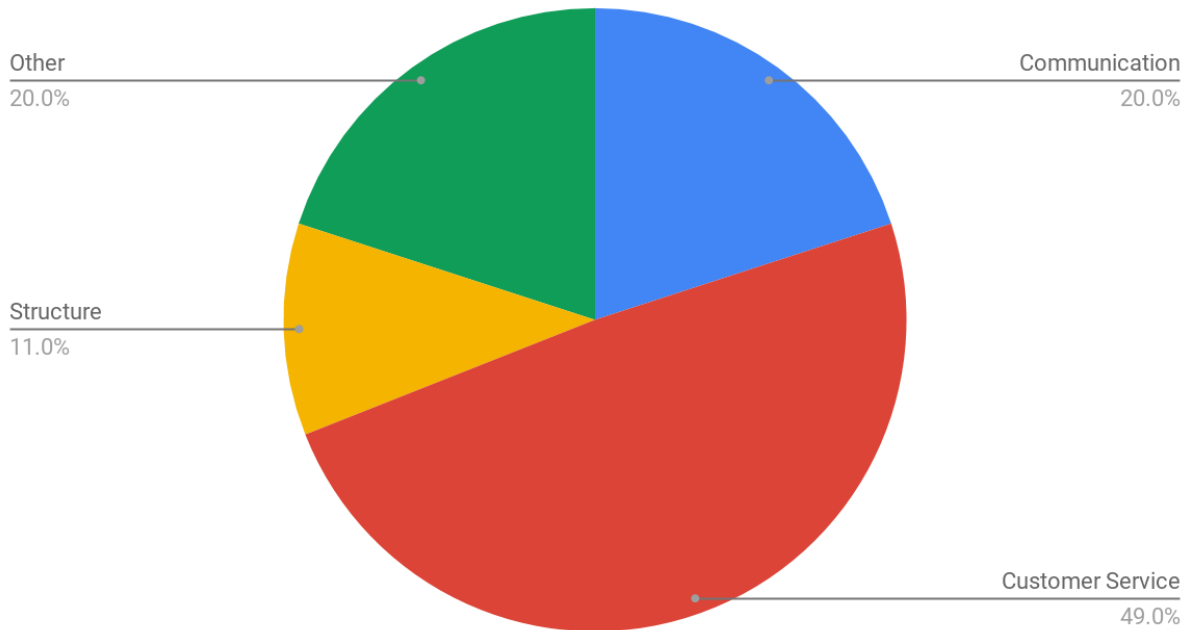


Our personal interviews and focus group revealed that many students had a lot to say about the customer service at the Hub. With that in mind, we asked a few questions about the Hub’s customer service and what they could do to improve service. The majority of respondents said they found the customer service at the Hub “good” or “very good.” However, 24% said “acceptable,” and 14% said “poor” or “very poor.” This means there is room for improvement.

One respondent skipped this question, so this question’s percentages are out of 41.

Survey Results, Continued

Student Comments



After asking many specific, closed-ended questions about the Hub, we used the final two questions to receive personal feedback from the students. We asked students in what areas the Hub could improve and if they had any additional comments about the Hub. We received 17 responses to these last two questions. After analyzing the answers to those questions, we categorized them into four topics: Communication, Structure, Customer Service and Other.

The topic of “Communication” pertains to students' comments on how the Hub communicates its services, location, and/or purpose to students. Listed below are several direct quotes from students on this topic:

- “Email students more about their services. I didn’t know about half of the services they provided until I read this survey.”
- “[The Hub] needs a clearer presentation of what they can do for students.”
- “I’m also still a little confused on the difference between the Hub, Student Development, and Welcome Center. I know where they are but not really what they do specifically.”

The second topic of “Structure” pertains to student’s comments on how the Hub operates as a physical space. The majority of the students' comments on this topic are about the length of waiting lines and a possible need for more front desk personnel.

Survey Results, Continued

The third topic of “Customer Service” deals with students' comments on the Hub representatives' customer service. Listed below are several direct quotes from students:

- “It would be great if the representatives tried to be more understanding and helpful to students.”
- “The people in [the] Hub aren't very friendly and can be a bit intimidating, especially as a freshman, when you don't know what you're doing and they seem annoyed by that.”
- “I think it is hard for students to go to the Hub sometimes because it is asking for help. And it is really hard to ask for help sometimes. And I think if a person is willing to open up about their struggles (financial, academic, etc.), the people should be kind and respectful to the students.”

The final topic of “Other” consists of students commenting “N/A” or asking us to refer to previous comments.

Section Three: Recommendations

The next step is the “action” or “recommendations” step. This gives the specific actions we suggest taking in the areas we discovered could use improvement. These actions are simply our recommendations to you. While you do not have to follow these recommendations, we hope you thoughtfully read this section and choose to implement these suggestions to make the Hub an even better place.

Contents:

- Introduction
- Goal 1
 - Proposal 1: Events
 - Proposal 2: Mission Statement
 - Proposal 3: Website
- Goal 2
- Goal 3

Introduction

In public relations and much of the business world, the terms goals, objectives, strategies and tactics are often used differently and sometimes without distinction. In the public relations realm, however, the definitions are subtly different.

- Goals are broad, big picture outcomes an organization wants to achieve.
- Objectives are measurable steps to achieve a goal.
- Strategies are approaches to reach an objective.
- Tactics are specific instructions or tools to pursue a strategy.

We created three overarching goals for the Hub; these are listed below. After that, there is a page for each of the three goals.

We also have included three “proposals” that go with the first goal. These proposals are specific instructions on how to reach the first goal. These proposals elaborate on the list of tactics and strategies in order to more clearly explain how to do something.

Three Main Goals

1. Increase the efficiency of the Hub’s **communication** to and from students.
2. Improve the **customer service** for students.
3. **Restructure** the layout and aesthetic of the Hub.

Through these three goals, the Hub will be able to meet the needs of the students more effectively. We determined the area that predominantly needs improvement is the area of **communication**. Specifically, the Hub could grow in communicating to students in the areas of identity (what the Hub is and why it matters to students) and services offered (how the Hub can serve students).

Regarding **customer service**, there is always room for improvement no matter what the service, but the Hub has a few areas where it can easily improve the customer service given to students.

Lastly, a few suggestions about the **structure** of the Hub could also improve student attitude toward the Hub overall.

Goal 1

Goal 1: Increase the efficiency of the Hub's communication to and from students.

Objective 1: Increase awareness of services offered by 5% by October 2020.

- **Strategy 1:** Create practical ways for students to easily know what the Hub is and what services they offer within the first few weeks of the fall semester.
 - *Tactic 1:* Host events educating students on services offered (See Proposal 1 on the next page).
 - *Tactic 2:* Visit First-Year Seminars to explain the services and get face-to-face interaction with new students.
 - *Tactic 3:* Send out an email newsletter every semester welcoming students and giving information about the Hub and its services (See Appendix on page 51 for sample newsletter). This email would give students easy access to the Hub's contact information.
 - *Tactic 4:* Create a mission statement to help the Hub personnel and students better understand the Hub's purpose (See Proposal 2 on page 27).

- **Strategy 2:** Use campus media to communicate the Hub's services.
 - *Tactic 1:* Send out an email press release to BJU Today, BJUEdu, and *The Collegian* for the Hub's hosted event (See Appendix page 48 for sample).
 - *Tactic 2:* Send out an email press release to BJU Today, BJUEdu, and *The Collegian* about the Hub visiting First-Year Seminars (See Appendix page 49 for sample).

Objective 2: Increase traffic to the Hub's website by 5% by October 2020.

- **Strategy 1:** Improve the Hub's website (See Proposal 3 on page 28).
 - *Tactic 1:* Restructure the website to make it more accessible and user-friendly.
 - *Tactic 2:* Create an FAQ section on the website (See Appendix page 53 for example).

- **Strategy 2:** Spread the word about the newly designed website.
 - *Tactic 1:* Send out an email press release to BJU Today, BJUEdu, and *The Collegian* when the website is updated and improved (See Appendix page 50 for example).
 - *Tactic 2:* Direct students to the website, especially for commonly asked questions that are already in the website's FAQ.

Proposal 1: Events

This proposal is derived from Goal 1, Objective 1, Strategy 1, Tactic 1 on page 25.

We created a new event for BJU-affiliated organizations such as the Hub, the Welcome Center, the Center for Global Opportunities, and Student Life and Discipleship. This event would be called “BJU Spotlight: Getting to Know Key Places on Campus!” The event will be required and will take place in the Davis Room the Saturday evening of check-in for first-year students. Each organization will have a booth with helpful handouts. This will allow students to become familiar with each organization and the services they offer.

We believe this could tremendously help to bridge the gap between the Hub and students and minimize confusion and intimidation, especially if they are getting face-to-face interaction. A budget has also been calculated for this event (See Appendix page 47 for details).

June 2020

- Plan event with other BJU organizations
- Incorporate into first-year check-in weekend

Week 1 (August 2020)

- Gather resources for event
 - Print out handouts and FAQ posters (See Appendix page 52 for example)
 - Buy a three-paneled, high quality poster board
 - Plan giveaways for students (gift cards, etc.)

Week 2

- Send out email press releases to key platforms (See Appendix page 48 for example)
 - *The Collegian*
 - BJU Today
 - BJUEDU and BJUSLC Instagrams

Week 3

- Host event
 - Location: Davis Room
 - Time: 7 p.m. Saturday evening of check-in weekend
 - Set up booth: refreshments, handouts, posters, giveaways
 - One representative must be at the booth

Proposal 2: Mission Statement

This proposal is derived from Goal 1, Objective 1, Strategy 1, Tactic 4 on page 25.

We created this mission statement to give the Hub a tangible purpose. We know the Hub's heart is for the students, so we crafted a mission statement that paralleled their heartbeat. We propose adding this mission statement to the end of emails, handouts, perhaps a sign on the Hub desk that students can see, and anywhere else that could reinforce the Hub's purpose.

The mission statement reads: "Our mission is to serve and support our students, enabling them to navigate college life more successfully."



Proposal 3: Website

This proposal is derived from Goal 1, Objective 2, Strategy 1, Tactics 1 & 2 on page 25.

As a part of our informal research, we studied the Hub website on the BJU intranet. After our study, we determined that the Hub could improve its website and create a more **informative** and **user-friendly** site.

To make the site more informative, we have three recommendations for the Hub.

- **Recommendation 1:** We propose that the Hub implement a mission statement onto their site. Every person that visits the site will see that statement and gain a clear idea of the Hub's purpose and its overall goal. (See Proposal 2 on previous page)
- **Recommendation 2:** We propose that the Hub add a section on the site giving detailed instruction on where the Hub is located on campus. Over the course of our informal research, several students expressed some confusion over the Hub's location. The Hub could provide these instructions under a heading named "Where We Are" to parallel the existing headings of "Who We Are" and "What We Do."
- **Recommendation 3:** We propose that the Hub implement a "Frequently Asked Questions" section on the site. The FAQ section would be designed to lessen the number of emails the Hub receives asking simple questions that could be answered without a detailed explanation. (See Appendix page 53 for sample)

To make the site more user-friendly and aesthetically pleasing, we propose the following:

- Changing the background color (not white)
- Using larger font
- Adding a photograph of the Hub
- Adding descriptions to each of the five sections (Academics, Financial Aid, Student Account, Student Employment and Other Resources)

Goal 2

Goal 2: Improve the customer service for students.

Objective 1: Increase the number of positive responses about customer service on the survey by 10% by December 2020.

- **Strategy 1:** Improve the interactions at the Hub.
 - *Tactic 1:* As a general practice, be more kind than you think you are.
 - *Tactic 2:* Offer candy or mints.
 - *Tactic 3:* Have giveaways that students can enter to win prizes while they wait in line (perhaps during hectic times of the semester).

- **Strategy 2:** Show the students that the Hub is approachable/accessible.
 - *Tactic 1:* Contact students with a follow-up email after a major interaction, e.g., applying for financial aid or if the student seems overwhelmed after your meeting with him or her.

Goal 3

Goal 3: Restructure the layout and aesthetic of the Hub.

Objective 1: Redecorate the Hub by October 2020.

- **Strategy 1:** Make the Hub feel more welcoming.
 - *Tactic 1:* Add decorations around the Hub.
 - *Tactic 2:* Add succulents (or other plants) or a tiny fish tank.
 - *Tactic 3:* Add magazines or *The Collegian* to the waiting area.

Objective 2: Redesign the Hub by May 2021.

While this objective will require more significant funds, some of the suggestions are less expensive and can still help achieve the same result.

- **Strategy 1:** Change the layout of the Hub.
 - *Tactic 1:* Get rid of the big, tall counter in favor of a less intimidating one (Many students said they felt like they were at the DMV).
- **Strategy 2:** Find more efficient ways to direct the waiting lines.
 - *Tactic 1:* Add a seating area for students to sit until their turn at the desk.
 - *Tactic 2:* Add signs to direct traffic/point students in the right direction (maybe with QR codes that link to the Hub website).

Evaluation

Why Evaluate

The purpose of evaluation is to provide the means to measure the success of the implemented proposals and tactics. The evaluation can also provide a new perspective for the client (the Hub) and assist them in determining whether or not they have accomplished their main goals.

When to Evaluate

The Hub should begin evaluation after implementing several proposals or tactics.

How to Evaluate

The evaluation can be accomplished in two steps. These do not have to be accomplished in chronological order.

Step 1:

Create and send out a survey to BJU students asking for their opinions on the Hub's communication, customer service, and structuring. The Hub can decide if they would like to include similar or repeat questions from the survey we created and sent out as part of our formal research. (See Appendix page 33 for the complete list of survey questions). To create a survey that will be sent to a random sampling of students, the Hub can contact the BJU Office of Planning, Research, and Assessment (OPRA).

Step 2:

Monitor website traffic to see if it has changed or improved after implementing the website proposal. The information gained from this tracking can include how many visited the website, how long they stayed on the website, and what links were clicked on. [Google Analytics](#) is a popular and free option that provides website tracking services.

Appendix

Contents:

- Survey Questions
- Full Survey Results
- Events Budget
- Press Releases
- Email Newsletter
- Handout
- Website FAQs

Survey Questions

1. Classification _____ -
2. Which of the services below offered at the Hub are you aware of (choose all that apply)?
 - a. Financial Aid/Services
 - b. Vehicle Registration
 - c. Transcript Request
 - d. Student Enrollment
 - e. Schedule Changes
 - f. View University Catalogs
 - g. Other (please specify)
 - h. I don't know what the Hub offers
3. Which of the services below offered at the Hub have you used (choose all that apply)?
 - a. Financial Aid/Services
 - b. Vehicle Registration
 - c. Transcript Request
 - d. Student Enrollment
 - e. Schedule Changes
 - f. View University Catalogs
 - g. Other (please specify)
 - h. I have not used the Hub
4. How often do you use the Hub for any reason?
 - a. More than 2-3 times a semester
 - b. 2-3 times a semester
 - c. Once a semester
 - d. Never
5. Which of the following methods would you like the Hub to use to communicate with you (choose all that apply)?
 - a. Email
 - b. Text
 - c. TVs (hallways, DC, chapel, dorms, etc.)
 - d. Posters
 - e. Social media (Facebook, Instagram)
 - f. Student Central/other BJU websites
6. On a scale of 1 to 5 with 5 being very helpful and 1 being not helpful at all, how helpful would it be if the Hub used posters to inform and remind students?
 - a. 1
 - b. 2
 - c. 3
 - d. 4
 - e. 5

7. If you think posters would be a helpful method of communication, which locations listed below would be most beneficial (choose all that apply)?

- a. Doors
- b. Bulletin boards in classrooms
- c. Hallways
- d. Other (please specify)
- e. Posters wouldn't be helpful

8. On a scale of 1 to 5 with 5 being very helpful and 1 being not helpful at all, how would you rate the effectiveness of posting signs listing Hub services near the Hub counter?

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

9. On a scale of 1 to 5 with 5 being very helpful and 1 being not helpful at all, how effective would it be to have a Hub representative speak to First-Year Seminars?

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

10. On a scale of 1 to 5, how would you rate the customer service at the Hub?

- a. 1 (Very poor)
- b. 2 (Poor)
- c. 3 (Acceptable)
- d. 4 (Good)
- e. 5 (Very good)

11. On a scale of 1 to 5, how would you rate your experience with the Hub overall?

- a. 1 (Very poor)
- b. 2 (Poor)
- c. 3 (Acceptable)
- d. 4 (Good)
- e. 5 (Very good)

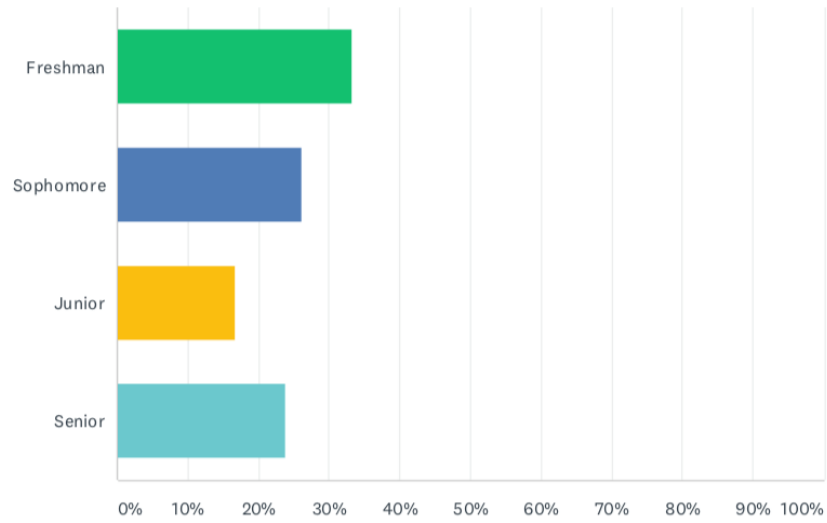
12. How can the Hub improve?

13. Any additional comments?

Full Survey Results

Q1 What is your classification?

Answered: 42 Skipped: 0

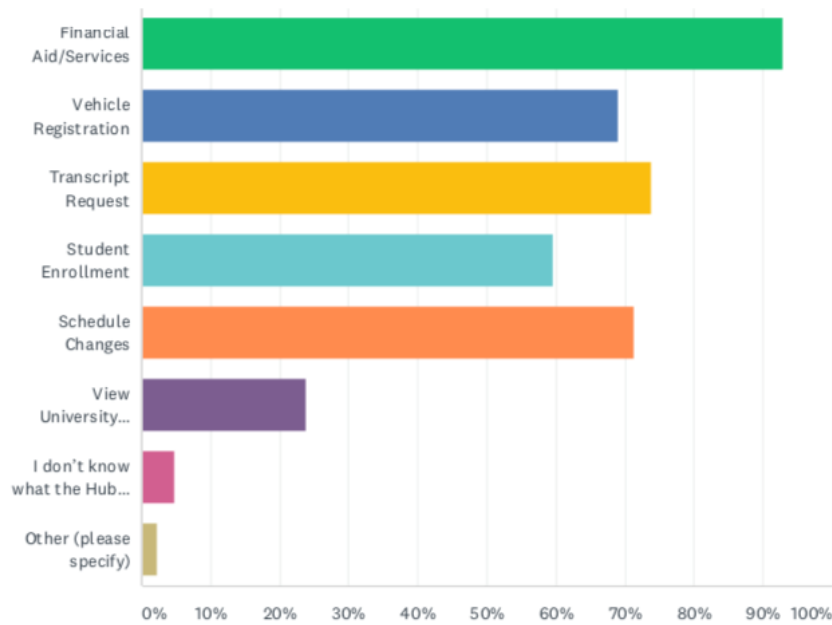


ANSWER CHOICES	RESPONSES	
Freshman	33.33%	14
Sophomore	26.19%	11
Junior	16.67%	7
Senior	23.81%	10
TOTAL		42

Full Survey Results, Continued

Q2 Which of the services below offered at the Hub are you aware of (choose all that apply)?

Answered: 42 Skipped: 0



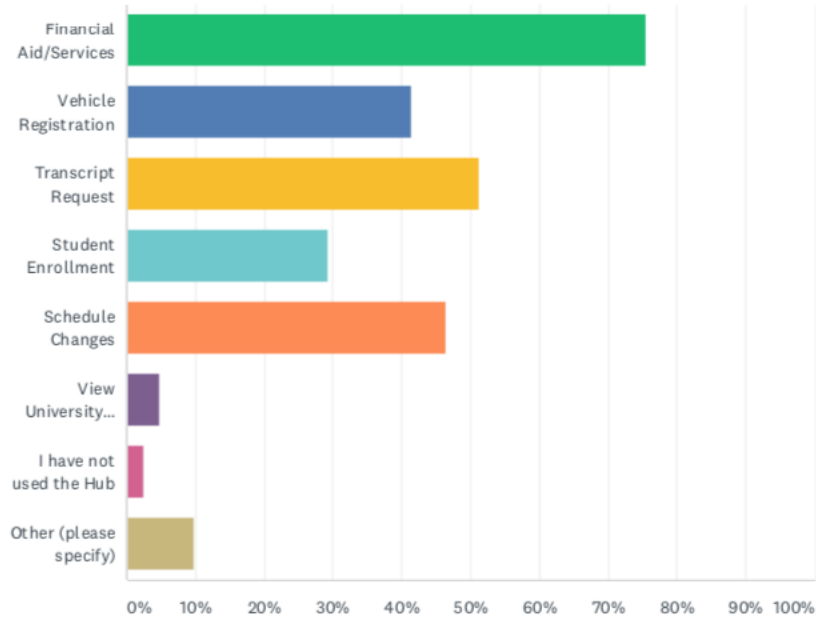
ANSWER CHOICES	RESPONSES
Financial Aid/Services	92.86% 39
Vehicle Registration	69.05% 29
Transcript Request	73.81% 31
Student Enrollment	59.52% 25
Schedule Changes	71.43% 30
View University Catalogs	23.81% 10
I don't know what the Hub offers	4.76% 2
Other (please specify)	2.38% 1
Total Respondents: 42	

#	OTHER (PLEASE SPECIFY)	DATE
1	Employment	3/31/2020 1:47 PM

Full Survey Results, Continued

Q3 Which of the services below offered at the Hub have you used (choose all that apply)?

Answered: 41 Skipped: 1



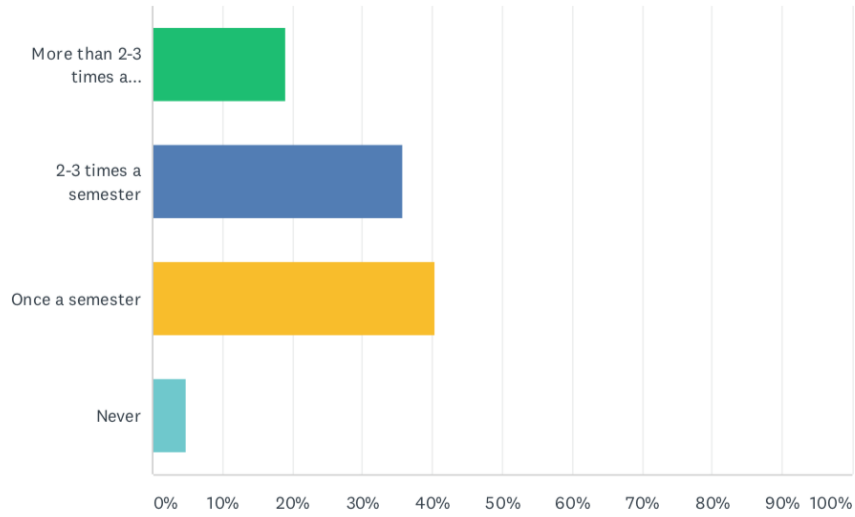
ANSWER CHOICES	RESPONSES
Financial Aid/Services	75.61% 31
Vehicle Registration	41.46% 17
Transcript Request	51.22% 21
Student Enrollment	29.27% 12
Schedule Changes	46.34% 19
View University Catalogs	4.88% 2
I have not used the Hub	2.44% 1
Other (please specify)	9.76% 4
Total Respondents: 41	

#	OTHER (PLEASE SPECIFY)	DATE
1	I had to get a new ID card	3/31/2020 7:38 PM
2	Removing restrictions from registration.	3/31/2020 3:27 PM
3	Employment	3/31/2020 1:47 PM
4	Getting absences fixed	3/31/2020 1:23 PM

Full Survey Results, Continued

Q4 How often do you use the Hub for any reason?

Answered: 42 Skipped: 0

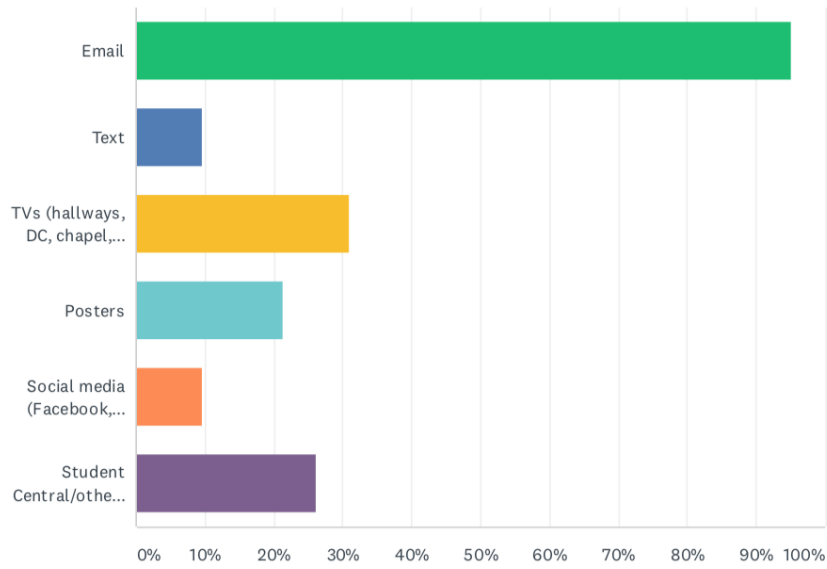


ANSWER CHOICES	RESPONSES	
More than 2-3 times a semester	19.05%	8
2-3 times a semester	35.71%	15
Once a semester	40.48%	17
Never	4.76%	2
TOTAL		42

Full Survey Results, Continued

Q5 Which of the following methods would you like the Hub to use to communicate with you (choose all that apply)?

Answered: 42 Skipped: 0

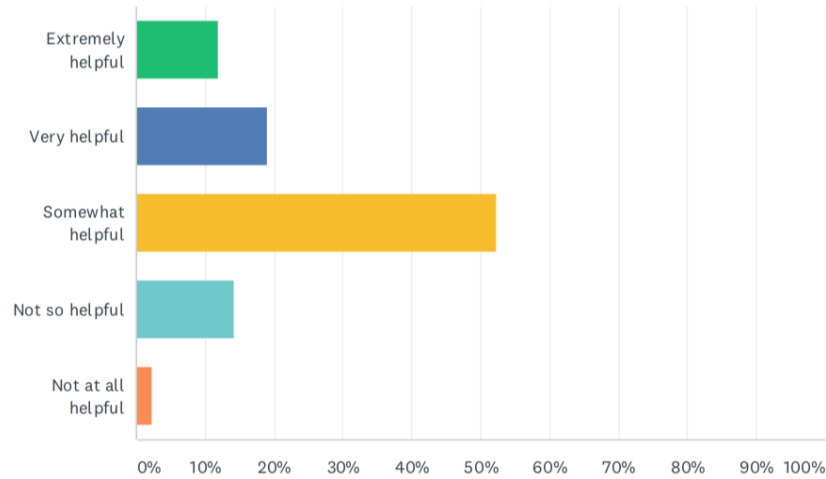


ANSWER CHOICES	RESPONSES	
Email	95.24%	40
Text	9.52%	4
TVs (hallways, DC, chapel, dorms, etc.)	30.95%	13
Posters	21.43%	9
Social media (Facebook, Instagram)	9.52%	4
Student Central/other BJU websites	26.19%	11
Total Respondents: 42		

Full Survey Results, Continued

Q6 How helpful would it be if the Hub used posters to inform and remind students?

Answered: 42 Skipped: 0

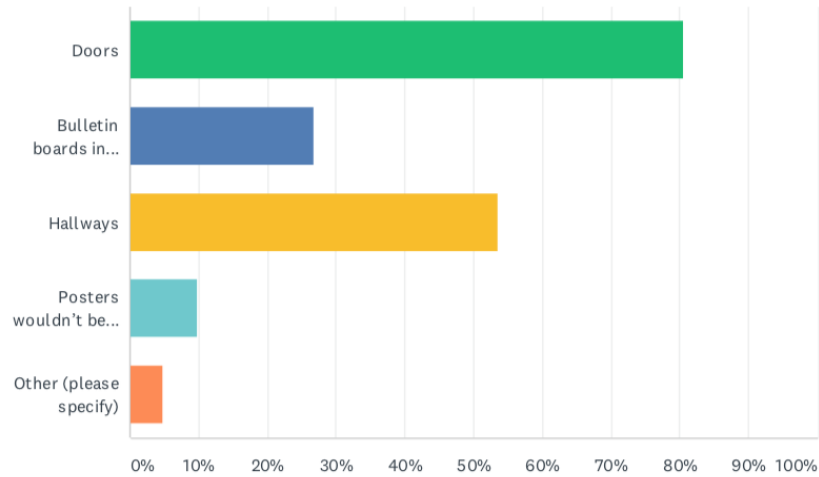


ANSWER CHOICES	RESPONSES	
Extremely helpful	11.90%	5
Very helpful	19.05%	8
Somewhat helpful	52.38%	22
Not so helpful	14.29%	6
Not at all helpful	2.38%	1
TOTAL		42

Full Survey Results, Continued

Q7 If you think posters would be a helpful method of communication, which locations listed below would be most beneficial (choose all that apply)?

Answered: 41 Skipped: 1



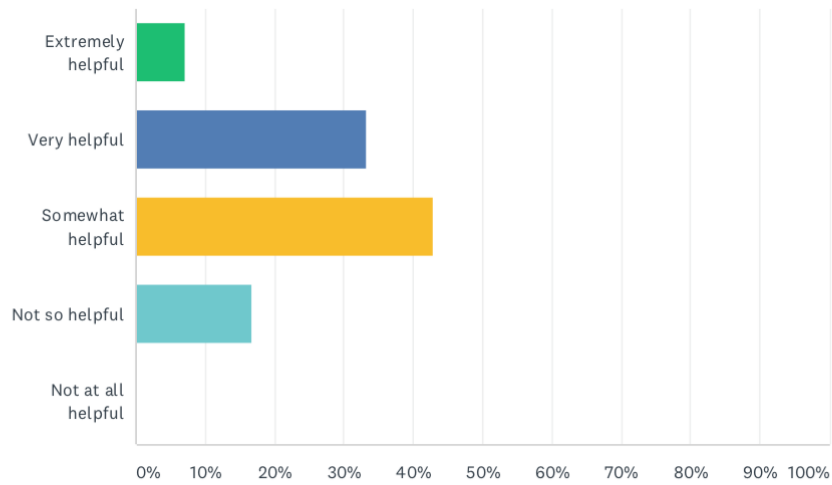
ANSWER CHOICES	RESPONSES	
Doors	80.49%	33
Bulletin boards in classrooms	26.83%	11
Hallways	53.66%	22
Posters wouldn't be helpful	9.76%	4
Other (please specify)	4.88%	2
Total Respondents: 41		

#	OTHER (PLEASE SPECIFY)	DATE
1	Parking Garage	3/31/2020 2:28 PM
2	dorm entrances	3/31/2020 1:50 PM

Full Survey Results, Continued

Q8 How would you rate the helpfulness of posting signs listing Hub services near the Hub counter?

Answered: 42 Skipped: 0

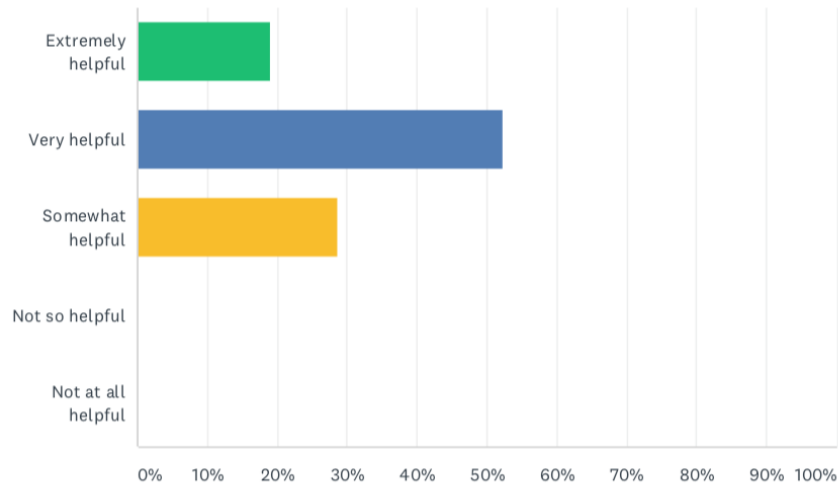


ANSWER CHOICES	RESPONSES	
Extremely helpful	7.14%	3
Very helpful	33.33%	14
Somewhat helpful	42.86%	18
Not so helpful	16.67%	7
Not at all helpful	0.00%	0
TOTAL		42

Full Survey Results, Continued

Q9 How helpful would it be to have a Hub representative speak to first year seminars?

Answered: 42 Skipped: 0

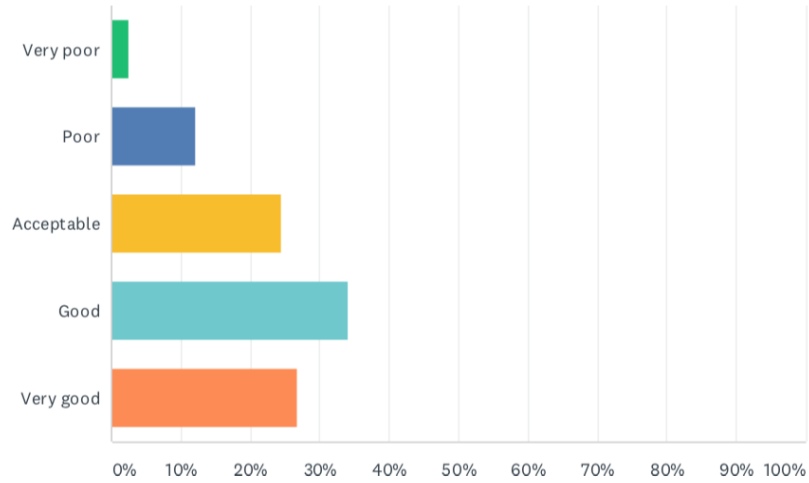


ANSWER CHOICES	RESPONSES	
Extremely helpful	19.05%	8
Very helpful	52.38%	22
Somewhat helpful	28.57%	12
Not so helpful	0.00%	0
Not at all helpful	0.00%	0
TOTAL		42

Full Survey Results, Continued

Q10 How would you rate the customer service at the Hub?

Answered: 41 Skipped: 1

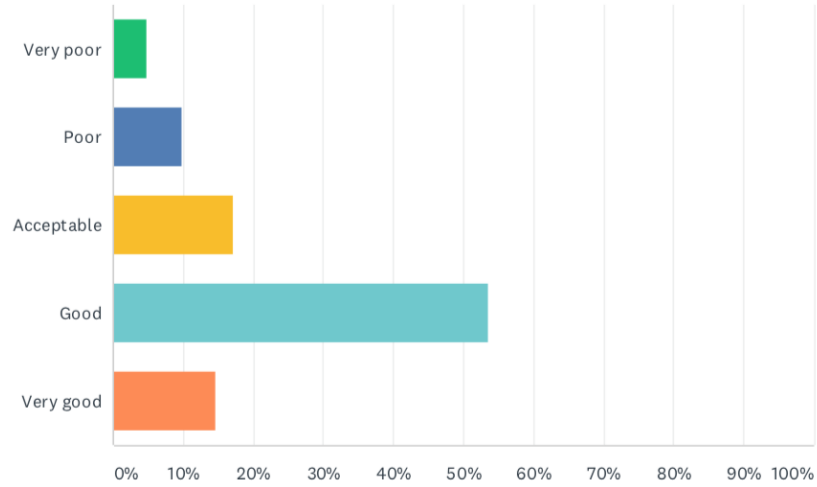


ANSWER CHOICES	RESPONSES	
Very poor	2.44%	1
Poor	12.20%	5
Acceptable	24.39%	10
Good	34.15%	14
Very good	26.83%	11
TOTAL		41

Full Survey Results, Continued

Q11 How would you rate your experience with the Hub overall?

Answered: 41 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very poor	4.88%	2
Poor	9.76%	4
Acceptable	17.07%	7
Good	53.66%	22
Very good	14.63%	6
TOTAL		41

Full Survey Results, Continued

Q12 How can the HUB improve?

Answered: 14 Skipped: 28

#	RESPONSES	DATE
1	Be nicer to students who do not know what they are doing, because that is most likely why they are there. Be more helpful in receiving transcripts for classes over the summer. I have had a bad experience every time I go.	4/6/2020 10:49 AM
2	There have been a few times that I've been instructed to go to the hub to fix something, but when I got there they gave me a phone number to call instead of helping me right there. So I'm wondering if I could've saved myself 15 minutes if I had just been given the phone number of the office I needed to call in the first place.	4/6/2020 9:08 AM
3	It would be great if the representatives tried to be more understanding, and helpful to students.	4/2/2020 10:06 AM
4	Lines are typically long.	4/1/2020 10:34 AM
5	It needs a clearer presentation of what they can do for students. And also make the process less intimidating and a hassle-- less like a trip to the DMV or Post Office	3/31/2020 8:21 PM
6	Typically when I or a friend use the hub, there is a long line. Maybe figure out a way to make the lines move faster? If there is only one person usually working at the hub, I would suggest adding a second.	3/31/2020 7:38 PM
7	Sometimes I go and I feel like everyone helping me is really annoyed that I'm there	3/31/2020 2:56 PM
8	I think the main thing is customer service. For the most part I have had good experiences at the Hub but there is one person that works there that doesn't always respect peoples dignity. I think it is hard for students to go to the Hub sometimes because it is asking for help. And it is really hard to ask for help sometimes. And I think if a person is willing to open up about their struggles (financial, academic, etc.) the people should be kind and respectful to the students.	3/31/2020 2:28 PM
9	Email students more about their services. I didn't know about half of the services they provided until I read this survey.	3/31/2020 2:16 PM
10	the people in hub aren't very friendly and can be a bit intimidating especially as a freshman when you don't know what you're doing and they seem annoyed by that. I'm also still a little confused on the difference between the HUB, student development and welcome center. I know where they are, but not really what they do specifically.	3/31/2020 1:45 PM
11	Employees could be more friendly to students.	3/31/2020 1:42 PM
12	The hub needs to have people who can relate more to students and act like they are wanting to help the students.	3/31/2020 1:23 PM
13	Better attitude	3/31/2020 1:19 PM
14	N/A	3/31/2020 12:41 PM

Q13 Any additional comments?

Answered: 3 Skipped: 39

#	RESPONSES	DATE
1	The HUB workers should try to be more flexible in their thinking.	4/2/2020 10:06 AM
2	The above comment speaks for itself I think.	3/31/2020 2:28 PM
3	N/A	3/31/2020 12:41 PM

Events Budget

This budget includes the suggestions from Proposal 1 to give the Hub an accurate picture of potential costs to implement this proposal.

Booth

For this event, each organization will have a booth to showcase their services. The Hub can use one of the same tables already used for many other events.

Cost: \$0

Poster Board

A high quality, three-paneled poster board with information about the Hub is a staple of this event.

Cost: between \$10 and \$30.

Handouts

The Hub would want to print out enough handouts for the entire freshman class. On [UPrinting's website](#), they will print 1,000 double-sided, glossy handouts for under \$100. Depending how many you want and what exact company you choose to order from, this cost may vary.

Cost: between \$100 and \$200

FAQ Posters

The Hub could print out 20-30 posters strategically placed around campus.

Cost: Around \$30

Giveaways

Students will be more likely to visit the booth if there is some kind of giveaway. This giveaway could be as simple as a few \$5 Starbucks gift cards. If the Hub chose to have five winners, the cost could be just \$25.

Cost: \$25+

Refreshments

Students will also more likely visit the booth if there are refreshments. Refreshments could be as simple as a big bowl of candy (\$10) or more elaborate if the Hub desires.

Cost: \$10+

The total cost to implement this proposal is minimal and could be between \$175 and \$300.

Press Releases

About Hosted Event

From: The Hub
To: BJU Today, The Collegian, BJUSLC, BJUEDU
Subject Line: *New* BJU organization event!
When to Send: 1-2 weeks before freshmen check-in

Hello (Insert name of editor/media manager),

As a major source of resources and contacts for students, we would like to create an event that first-year students can attend the weekend of check-in in the Davis Room. They will get to meet representatives from BJU affiliated organizations including but not limited to the Hub, the Welcome Center, Student Life and Discipleship, the Center for Global Opportunities, and others.

At this event, the Hub will provide a booth with helpful posters, informative handouts, giveaways, and of course, refreshments! At least one representative will be at the booth to talk to the first-year students one on one and answer any questions they may have.

We believe that face-to-face interaction at events like this could help incoming students feel less intimidated. As the front desk of the Hub, our mission is to represent the Hub in the most informative and welcoming way possible.

We know the Hub can be intimidating especially when you have little to no knowledge of what services we offer, so we are asking that you would (write an article/create a post or announcement) regarding this event. If you're interested, I am available (insert time/place) to continue this discussion.

We will continue to be creative in seeking out ways to minimize any intimidation and we believe that this event is a great start!

In Christ,
(Insert Name of Representative)
(Insert Title of Representative)

About First-Year Seminars

To: *The Collegian*, BJU Today

From: The Hub

Subject Line: Story Idea: The Hub Meets First-Year Seminar

When: A few weeks before the Hub visits First-Year Seminar

(*The Collegian* needs article ideas three weeks in advance. If you just want this to go on *The Collegian's* Week at a Glance calendar, they will need it a week in advance of the event.)

Hi (Insert Name of Editor),

Freshmen at BJU jump into a whole new world when they start school. New classes, new campus, new professors, and new rules. Sometimes, all of this “new” stuff can get overwhelming!

That’s the basis of having a First-Year Seminar in the first place--to help students learn the ropes of being at a new school and home. And the Hub is ready to join in and help!

Starting this (Month/Give Dates of Event), a Hub representative will be going to each First-Year Seminar to explain the ways that the Hub can serve and support students while they navigate college life.

I would love if (Name of Media, eg. *The Collegian*) would publish an article (or put this event on the Week at a Glance) the week the Hub visits First-Year Seminars. If you’re interested, I am able to meet (Insert Free Times) with one of your staff writers to give them more information.

We will also be providing new handouts with lots of great information about the Hub at the Seminars, and I can provide one to you if you’d like.

Please let me know if you have any questions, and I’ll get back to you as soon as possible.

In Christ,

(Name of Hub Representative)

(Phone Number)

About the Website

To: *The Collegian*, BJU Today

From: The Hub

Subject Line: Story Idea: New and Improved Hub Website

When: After the new FAQ page is launched on the website

Hi (Insert Name of Editor),

Where do I go to ... Pay my school bill? Get a new ID card? Register my car?

These and more are common questions students ask, and the Hub is here to help. With a new and improved website for the Hub, students can easily find answers to their questions.

Our new website is reorganized to be more intuitive and easy to use for students and faculty alike. We even added an FAQ section with the top questions students ask all the time.

I would love it if (Name of Media, eg. *The Collegian*) would write an article about these new improvements on the Hub's website. If you're interested, I am able to meet (Insert Free Times) with one of your staff writers to give them more information.

Please let me know if you have any questions, and I'll get back to you as soon as possible.

In Christ,

(Name of Hub Representative)

(Phone Number)

Email Newsletter

The Hub could even design a special background for this newsletter to help it stand out from regular emails.

From: The Hub
To: All BJU students
Subject Line: A Welcome Back From The Hub
When to Send: First week of each semester

Welcome back to school, everyone! We hope you're doing well and had a great summer.

My name's (insert name of Hub representative), and I'm one of the faces you see at the Hub's front desk. Everyone at the Hub wanted to welcome you back to school and give you a little information about what we do at the Hub.

Who We Are

We are your one-stop shop for services in the Registrar's Office, Financial Services, Financial Aid, and more!

How We Can Help You

Ever have a question about your school bill or need to get your car registered? Don't know how to fix an attendance issue in one of your classes or need to get a new ID card? We're the place to go!

Contact Us

If you have a question, feel free to check our website and its brand new FAQ page to see if your question has already been answered! You can also email us, call us, or visit us in person (We've got candy, too!).

Visit us at the Hub up on the second floor of the Welcome Center across from the Executive Offices. A hub representative is available there Monday through Friday from 9 a.m. to 4 p.m.

Phone: (864) 242-5100, ext. 2181

Email: hub@bju.edu

Website: home.bju.edu/the-hub/

We are here to serve your needs and help you through this crazy and exciting time called college! We hope you have a great start to your new year.

In Christ,

(Insert Name of Representative)

(Insert Title of Representative)

Handout

This handout is meant to be a mockup, not something that will be necessarily used by the Hub. It does, however, give a fresh take on any old handouts the Hub might have.

THE HUB

Located directly above the Den

WHO ARE WE?

We are your one-stop shop for services in the Registrar's Office, Financial Services, Financial Aid, and more!



HOW CAN WE HELP YOU?

Ever have a question about your school bill or need to get your car registered?

Need a new ID card or fix a class attendance issue? We're the place to go!



HOW CAN YOU CONTACT US?

Check us out at our website at home.bju.edu/the-hub

or email us at hub.bju.edu



WE ARE HERE FOR YOU!

We know college is a whirlwind of bills, stress, and schoolwork. It's our mission to make your experience as seamless as possible!



OUR MISSION IS TO SERVE, SUPPORT AND CONNECT OUR STUDENTS.

Come see us!

Website FAQs

The following questions are sample questions that can be posted on the Hub page of the BJU’s intranet. These questions and their answers will hopefully enable students, faculty, parents, etc. to more efficiently learn information about the Hub.

NOTE: These answers may not be exactly what the Hub would say and are just examples. The Hub should feel free to edit these as necessary.

- What is the Hub?
 - Bob Jones University’s Student Services Hub, or “the Hub,” is the combination of the Academic Advisory, Financial Aid, Admissions Office, and Student Accounts Management.
- Why does the Hub exist?
 - The Hub was created in 2015 with the purpose of combining various departments (see above list) to become a “one-stop shop” for students. .
- Who works at the Hub?
 - Over 70 employees work in the Hub offices.
- What services does the Hub provide?
 - As a “one-stop shop,” the Hub provides many services which include Financial Aid, ID Cards, International Student Advisor, Parking Permits, Registration & Checksheets, Transcripts, Tuition & Billing, Admission, Bruins Bucks, Verifications and Notary Services
- Can the Hub remove or “take off” absences from a class absence report?
 - No, the Hub can’t remove absences, but we can adjust the report using other methods as needed.
- Can I pay my school bill online or do I have to pay it in person at the Hub?
 - Students can pay their bills in person at the Hub, through their BJU Student Central Account, or by mail with check or money order. For more information about bill payment click [here](#).
- How do I drop or add a class?
 - During the drop/add period of each semester, students can drop or add a class(es) in person at the Hub or through the drop/add page on their BJU Student Central Account. For specific dates for the drop/add period see BJU Calendar.
- When is my school bill due?

Amount	1st Semester	2nd Semester
25% of the total balance	Aug. 5	Jan. 5
33 ⅓% of the total balance	Sept. 5	Feb. 5

The Hub: A Public Relations Proposal

50% of the total balance	Oct. 5	Mar. 5
100% of the total balance	Nov. 5	Apr. 5

- How do I request my transcript?
 - Please follow the instructions [here](#) and fill out the form with your information.
- If I have used up my personal absences due to illness, how do I avoid being withdrawn from my class(es)?
 - If you are able to get to a clinic, please send us a copy of a doctor's note either by taking a picture of it or scanning it to hub@bju.edu. If you are not able to get to a clinic, you'll need to stop by the Hub.



THE HUB: A Public Relations Proposal

Public Relations Writing Course Project: Spring 2020