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WASHINGTON SQUARE PARK



NYU Socialization & Activation Playbook

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NYU + IDEO | SPRING 2022

Hello there,

After the research was shared, the brains were stormed, and the dots were placed, one question of the Student Journey Map project persisted: *Where do we go from here?*

If we learned anything from the last 7 weeks, it's that changing the culture of NYU to be more student-centric is not a fixed destination, but a process of continuous learning. The goal of this document is to provide the tools and instruction you need to, well, continue.

This document is your guide to socializing and activating the Student Journey Map and accompanying insights, themes, and concepts. Here you'll find:

- Socialization tools & activities: how to help new stakeholders see themselves in this work
- Activation tools & activities: how to build and incentivize teams, create the conditions for collaboration, and measure success

What is the Student Journey Map Project?

In Spring of 2022, a team of designers from IDEO joined forces with NYU students, staff, and leaders to map the first-year student experience—the ups, the downs, and the “moments that matter” along the way. Each moment, from getting in to looking ahead, represents a discrete opportunity for NYU to better serve first-year students. Armed with ideas for how to address those opportunities and imbued with a sense of alignment and possibility, the work shifted to activating teams to take action.

Where are we in this journey?

Listening to students and understanding the student journey is only the first step. We also need to rally around it and unite in what needs to be done. Now, it's time to model a new way of working through cross-departmental collaboration, paired with incentives, accountability, and senior sponsorship. Create a “beacon project” through a signature program/service/experience, based on the student insights, and shed light on its success. And note, it's not just about the “thing” that gets developed, it's about how it's developed and how it's delivered. Remember, the student experience mirrors the staff experience—uncoordinated staff creates a fractured experience for students.

Here is a proposed architecture and timeline for these overall efforts:

1. **Spring - Summer 2022:** Socialize to gather additional input and alignment on opportunities and concepts
2. **Summer 2022:** Senior Leaders create process for beacon selection, coordinating with what's been done re: Student Affairs Strategic Planning
3. **Fall / Spring 2022:** Initiate beacon design project(s), a cross-functional collaboration that exemplifies new ways of working and results in a designed solution
4. **Spring 2023 and beyond:** Scale with additional pilot/action learning projects, with central, cross-functional governance and learning loops, supported and resourced by the Senior Leadership Group

Why a Playbook?

People are far more likely to adopt a practice or service that they helped create. Rather than just making recommendations in a report, the design process can be a tool to engage a wide variety of stakeholders to find alignment, build buy-in, and invite others in. Below you'll find a guide for how to leverage assets from this work to communicate with and engage others, from cross-departmental collaborators to students, including Facilitation Notes for interactive activities. Above all, the goal is to use the insights gleaned and opportunities selected to create the conditions for staff to confidently collaborate with each other, and include students in their own design process.

Socialization: Bringing the NYU community along

ASSET	DESCRIPTION	INTERACTION
<i>Roadshow Deck</i>	A comprehensive, modular overview of the entire project in Google Slides, with speaker notes, including research process, insights, moments, opportunities, principles, and concepts	<p>Host shares to familiarize stakeholders new and old with any and all parts of the Student Journey Mapping collaboration with IDEO.</p> <p>Potential prompts by section: <i>Research & Insights</i> - What resonates? What else have you heard from students? <i>Journey Map</i> - Where do you show up along this journey? What's working in these moments? <i>Design Principles</i> - What principle would you most like to champion? <i>Opportunity Areas & Concepts</i> - How might you address this opportunity in your role? What concept feels most exciting? Which of these are you already working on? What has been tried?</p>
<i>Research Kit</i> - <i>Storybook</i> - <i>Insights</i>	A one-stop-shop for all things research: the process, the insights, expert interviews, student quotes, audio, and videos	Curate stories and quotes to center student voice in any share—start and end every meeting with a student story, sprinkle in analogous inspiration, and curate based on the audience.

<p><i>Journey Map</i></p> <p>- Digital (Figma)</p> <p>- To print</p>	<p>These assets visualizes the “moments that matter” along a journey, highlighting the offices and programs that support each moment. Considering solutions through the lens of these moments helps anchor in specific needs.</p>	<p>Use to facilitate an interactive activity with staff and/or students and enable input through adding post-its, comments, or simply starting a dialogue.</p> <p>Potential prompts:</p> <ul style="list-style-type: none"> + Where do you show up along this journey? + What moment resonates most with you and why? + What’s working (and what’s missing)? + What concepts could show up when? <p>Pair with the Roadshow deck to integrate other content for discussion.</p>
<p><i>Design Principle Visual Assets</i></p> <p>- Digital</p> <p>- To print</p>	<p>A set of images that bring each design principle to life, plus a poster</p>	<p>Use as visual touchpoints and reminders for staff to keep coming back to—in internal communications materials, around the office, as notebook stickers, or for social media.</p>
<p><i>Co-Design Workshop Materials</i></p>	<p>A set of assets and speaker notes for co-design workshops with students</p>	<p>Host research activities with students to continue gathering input related to the student journey. Consider having students host activities with their peers.</p>

Proposed Timeline of Socialization Activities:

In the next week(s):

- + Post assets to the Google Site (i.e. Roadshow deck, storybook)
- + Gather the Extended Team + walk them through this kit, so everyone knows what assets exist, where to find them, and how to use them
- + Draft a socialization plan detailing who you want to share with, who will do the sharing, when, where, and how
- + **Senior Stakeholders:** Reconvene to debrief the effort, provide direction and feedback on socialization, and endorse ongoing socialization efforts

In the next month(s):

- + Invite Extended Team members to share with their respective colleagues and communities they may be a part of
 - + What student groups might you want to share with?
 - + What students might you invite to co-share?
- + Capture and centralize notes on what opportunity areas and concepts are most resonant across shares, as well as any new concepts that arise
- + Share back with the Extended Team and senior strategy team to inform selection of “beacon” project and activation activities
- + **Senior Stakeholders:** Encourage and create space for your staff to attend events and attend events yourself

In the next year(s):

- + Consider broader activations of the journey and/or design principles through marketing and communications, i.e. social media campaign, physical exhibits
- + **Senior Stakeholders:** Create momentum for socialization activities by providing resources, endorsement, compensation, and formal recognition of these activities (i.e. they are not “side of desk”)

Activation: The Art Of Gathering (Your Colleagues)

ASSET	DESCRIPTION	INTERACTION
<i>Design Brief Template</i>	A document that houses pilot project plans, metrics, and a place to capture learnings	To align design team members and help them create structure and accountability

Proposed Timeline of Activation Activities:

In the next week(s):

- + Gather senior leaders to prioritize and define a process for selecting a “beacon” project—a concept to pilot, or an opportunity area to continue exploring, through cross-departmental collaboration
 - + Note: if an opportunity area, the team will also be responsible for evolving or brainstorming a concept to pilot that addresses the opportunity
- + Define how people will be able to provide input into that process
- + Define incentives for cross-departmental participation, such as titles, stipends for pilot materials, dedicated space, dedicated project days, and/or grants
- + **Senior Stakeholders:** Review/approve/create resources for recommendations and incentives outlined above.

In the next month(s):

- + Communicate selection and activation process and incentives
- + Select a “beacon” project(s)
- + Build a cross-departmental design team for the selected concept/opportunity.
 - + Include at least one student on the design team
- + Set a deadline to complete the Design Brief, including a proposed timeline
- + Gather feedback on the Design Brief
- + Set a date for a mid-point check-in
- + Set a date for a final shareback and celebration, including staff from across departments, students, and senior leadership
- + **Senior Stakeholders:** Allocate resources for the beacon project, create

momentum in the org with cross-functional/school leadership support, ensure project is broadly communicated.

In the next year(s):

- + Hold mid-point check-in
- + Socialize final shareback moment with the broader NYU community
- + Hold final shareback
- + Define socialization strategy for beacon project and results
- + Gather senior leadership to debrief and decide what to implement or invest in
- + Scale design mindsets & methods by building multiple cross-departmental teams to activate around separate design challenges, supported and scaffolded by a centralized, cross-departmental design leadership team
- + **Senior Stakeholders:** Provide governance and resources for the process outlined above

Facilitation Notes for Interactive Activities

Roadshow Session

Activity: Share all or part of the Roadshow Deck in with participants. Ask participants to stop and reflect.

- + How does this resonate with your experience?
- + What, if anything, feels like it's missing?
- + Who else needs to hear this information?

Potential prompts by section:

Research & Insights

- + What resonates? What else have you heard from students?

Journey Map

- + Where do you show up along this journey? What's working in these moments? What's missing?

Design Principles

- + What principle would you most like to champion?

Opportunity Areas & Concepts

- + How might you address this opportunity in your role? What concept feels most exciting?

Journey Map Reflection & Brainstorm

Activity: Share the Journey Map Posters (digital or printed) with participants, walking them through each of the moments.

Potential prompts to invite interaction:

- + Where do you show up along this journey?
- + What moment resonates most with you and why?
- + What's working (and what's missing)?
- + What concepts could you see showing up, in which moments?

(Optional) Invite the group to break into smaller groups based on the moment they're most excited about. Host smaller group brainstorms around:

- + New programs and offerings
- + Ways to improve, connect, evolve, or combine services and programs that already exist

Prompt each group to brainstorm using post its, with one idea per post it, and draw or sketch if possible. Ask each group to share back. Take a photo or screenshot of each brainstorm.

Service Blueprint Activity

Activity: Use the digital Journey Map as a starting point for a deeper conversation about the front and back end of student services.

Service design is the activity of planning and organizing resources (people, technologies, and processes) in order to:

1. directly improve the staff experience
2. indirectly, the student experience

A service blueprint is a diagram that visualizes the relationships between different service components — people, props (physical or digital evidence), and processes — that are directly tied to touchpoints in a specific journey, in this case, the first-year student journey.

Service blueprints should align with organizational goals:

- fostering belonging
- unblocking support
- connecting shared experiences
- modeling new ways of working

Workshop 1: Blueprinting Layout (estimated time: 2 – 2.5 hrs)

Step 1: Review (10 min)

- + *Review the first-year student journey and reflect on specific moments where your department shows up.*
- + *What role(s) do you or your department play in these moments?*
- + *What is working well?*

- + *What's not working so well?*
- + *Bring your reflections and thoughts to the next stage to complete the blueprinting activity.*

Steps 2 – 5: Fill in (30 mins, repeat for each Student Journey Step)

- + *What are moments that matter within this step of the student journey?*
- + *How do students interact with your departments at this stage?*
- + *Outline moments of interaction between students and staff, and students and service technologies.*

Workshop 2: Blueprinting Analysis (estimated time: 1 – 2 hrs.)

Step 6: Blueprints can be adapted to context and organizational goals by introducing the additional elements as needed. Use different colored post-its or stickers to overlay further data over the blueprint steps:

- + *Arrows: Arrows indicate relationships, and more importantly, dependencies. A single arrow suggests a linear, one-way exchange, while a double arrow suggests the need for agreement and codependency.*
- + *Time: If time is a primary variable in your service, an estimated duration for each student-interaction should be represented in your blueprint.*
- + *Regulations or Policy: Any given policies or regulations that dictate how a process is completed can be added to your blueprint. This information will allow you to understand what can and cannot be changed as you optimize.*
- + *Emotion: Similar to how a student's emotions are represented throughout a journey map, staff's emotions can be represented in the blueprint. What moments are frustrating for staff? Where are the staff happy and motivated? If*

you already have some qualitative data regarding points of frustration (possibly obtained from internal surveys or other methods), you can use them in the blueprint to help focus the design process and more easily locate pain points.

- + *Metrics: Any success metric that can provide context to your blueprint is a benefit, especially if buy-in is the blueprint's goal. An example may be the time spent on various processes, or the financial or employment costs associated with them. These numbers will help the organization identify where time or money are wasted due to miscommunication or other inefficiencies.*

Workshop 3: Prioritization and Alignment (estimated time: 1 hr)

Step 7: Prioritize (45 min - 1hr)

- + *Given the context of your blueprint layout, with added analysis points over interactions, where do you see pitfalls?*
- + *Where is the biggest need for improvement?*
- + *Where are easier, quicker wins?*
- + *Where are moments for further discussion and alignment?*

Determine 2 biggest priority areas for improvement, 2 quick wins, and 2 areas for further alignment and conversation.

Student Co-Design Workshops

Activity: Use the Mood Meter as a conversation prompt with students, starting by breaking them into small groups of 4-5, with a facilitator for each group

Step 1: Mood Meter (30 mins.)

Explain: this is a “mood meter” along a rough August to May timeline, mapping the first-year journey. We are not necessarily mapping it like an academic calendar — we are not interested in when school begins or when finals are, rather, we are interested in:

- what were the most memorable, impactful, and important moments of the first-year journey for you? What had the biggest impact on you? What were some of the personal milestones? What/who helped you find your way? What/who helped you feel like you did/didn't belong?
- These things you are writing down can be very personal to your experience (or your departments), or they can be more common things to the overall first year experience.

Silent reflection and heads-down writing (5 mins.)

(15 mins.)

Prompt adding as a group: feel free to build and discuss each others' ideas, and keep adding new ideas from the emerging conversation.

Note: ask students to share specific memories about people, places, and experiences

(i.e. if Welcome Week was an impactful experience, what exactly was a moment at welcome week that you remember?)

Step 2: Clustering (10 mins.)

Prompt: Look at the post-its and see if they cluster around common themes or experiences. Rearrange the experiences on the mood-meter, using color-coded post its to include any new things that emerge, or to label themes.

Step 3: Design Opportunities (15 mins.)

Prompt: Looking at your journey map, where are some gaps? Where is there room for improvement? You can define as many design/improvement opportunities as you like, but let's pick our Top 3 for the next phase of the activity.

Step 4: Brainstorm (15 mins.)

Prompt: Now that we've defined where there is room for improvement, how can we improve it? This is the moment to brainstorm ideas, big and small, or unreasonably large, crazy, out-the-box! If we had a magic wand, how could we improve upon this aspect of the first-year experience?

Step 5: Share (10 mins.)

Prompt: Let's hear from the students — take 1-2 mins to tell us your TOP 3 improvement opportunity areas, and then some of the brainstorming ideas you've come up with.

Step 6: Moment of Reflection (5 mins.)

Prompt: Any shoutouts for someone — anything you heard today that was inspiring?

Any noteworthy moments from your discussion you'd like to share?

In-Person “Pop-Up”

Activity: Host a “pop-up” design session for students in a central location, using the following posters to prompt conversation and solicit input through post-its. Have a few facilitators available to answer questions about how to engage.

- Mapping Social Life
- Hack NYU
- What's in the bag