

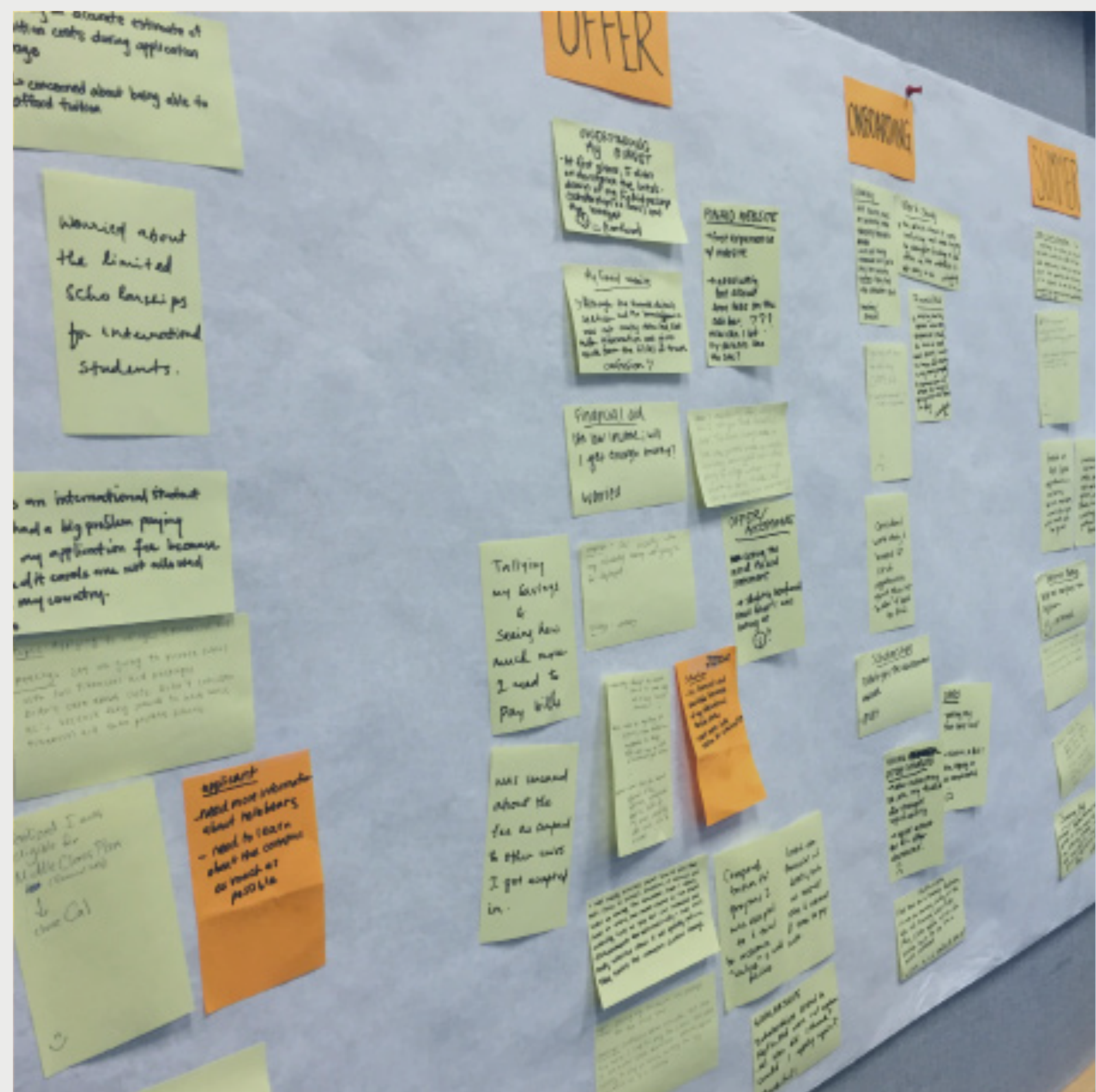
Humanizing an Organization through Digital Experiences

Berkeley, California

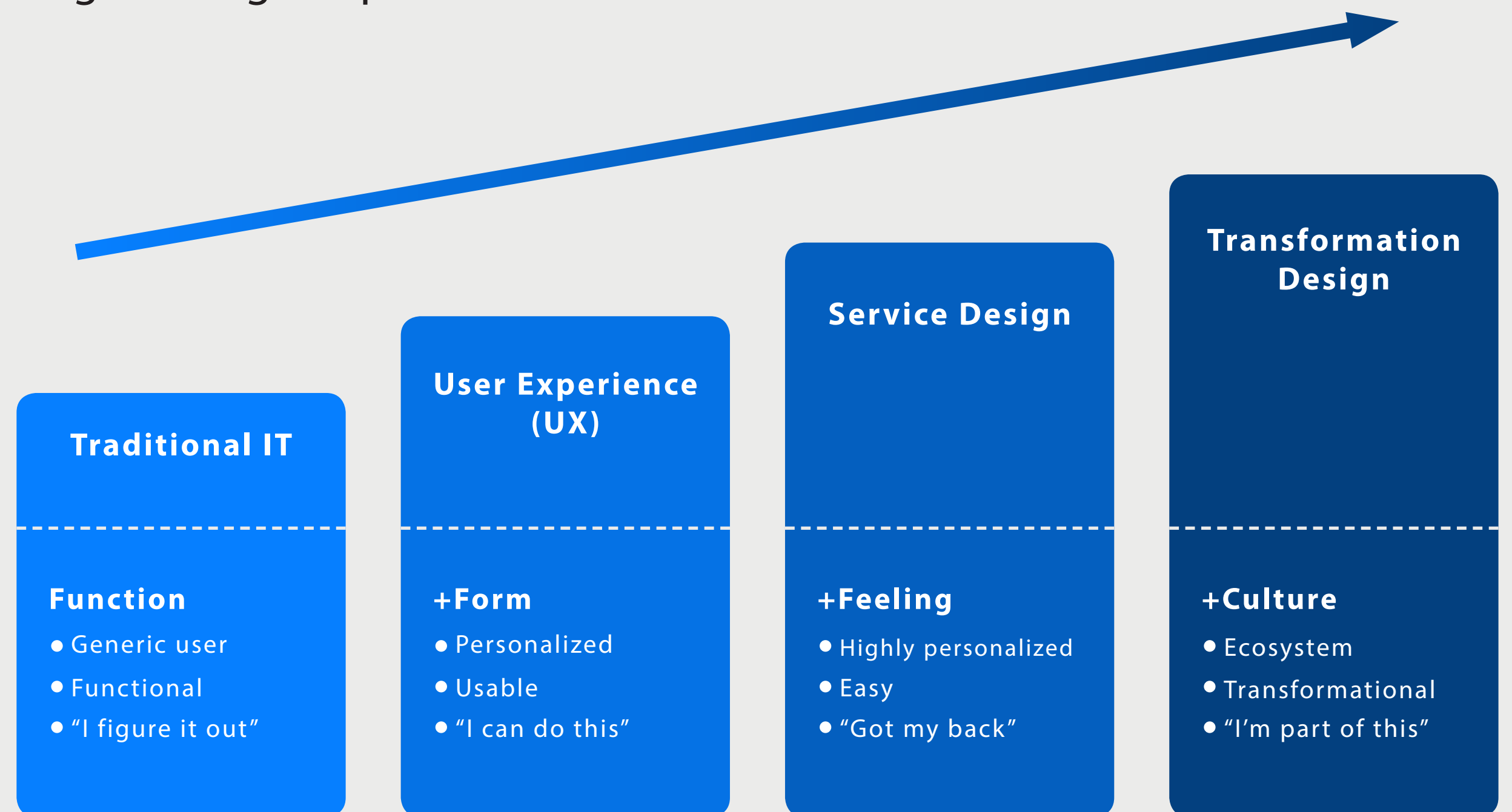
Student life at a large institution like University of California, Berkeley, is challenging in many ways. Along with the often extreme academic demands, students must discover and navigate numerous services while simultaneously integrating themselves into formal and informal campus communities. Historically, core student services were delivered in a piecemeal and disjointed way via a dozen or more websites.

The SIS project aim was to enable the transformation of the student experience during their studies by providing a single portal — Berkeley-developed CalCentral — as the primary service delivery vehicle for students, faculty and advisors. Through easy access and use, the portal supports and guides the student in the processes of admissions, enrollment, registration, financial aid, billing and payment, and advising.

Alongside with the operations, an on-going research looks at the SIS project as a digital service ecosystem that provides digital service experience asking how the overall educational experience can benefit from examining administrative service touchpoints, and where opportunities exist across critical journeys to increase understanding and support decision making. Following several use cases during the development and design of SIS portal, the practice-based research started from the view of **what “humanizing” means and looks like from a design perspective for digital experiences.** The qualitative research data has been mainly collected through student interviews and co-creation workshops.



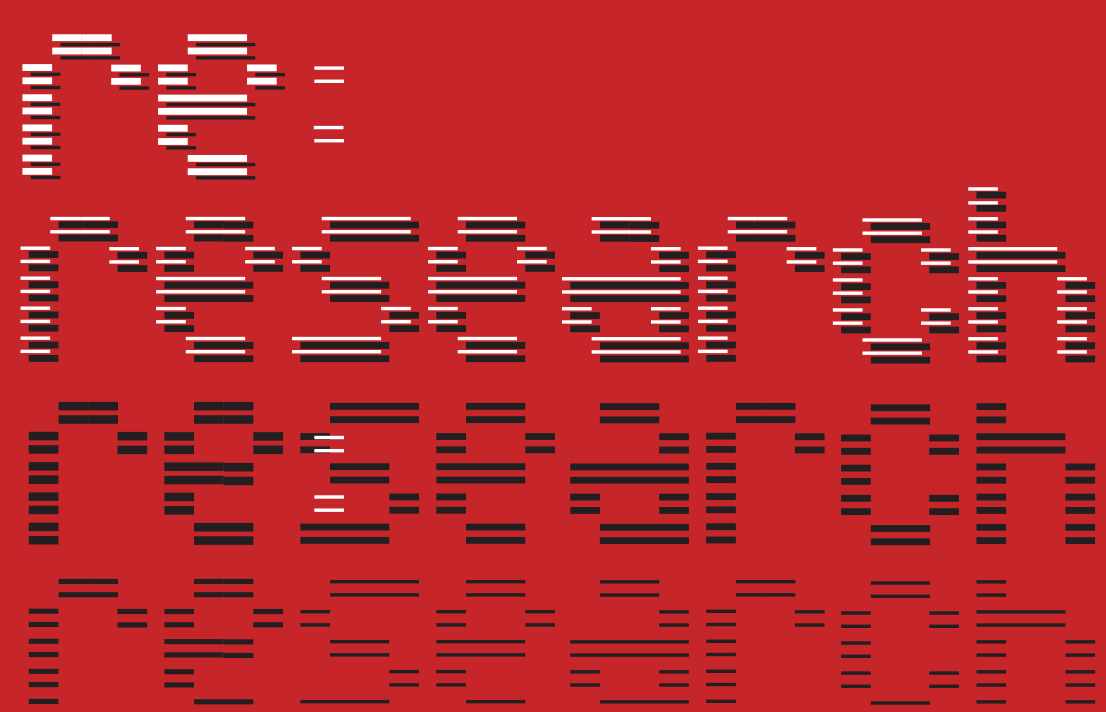
Maturity model for humanizing the organization: Augmenting the potential to act



Transforming the Student Experience

The themes that have emerged from the initial research analysis point towards humanizing the organization. Our focus on the key challenge areas of delivering digital services revealed an opportunity to **augment the ability of the students to act** (Manhaes, 2015) in their best interests and to be successful in their pursuits of their academic goals. The ability to act comes from having the needed knowledge and support, which can be also an empowering experience (Gantier and Labour, 2015) for the students in their educational journey.

The first research results formed a model that illustrates the starting state of traditional Information Technology (IT) methods, UX design focus for the service system, and the focus on greater personalized experience through Service Design. These three steps are familiar activity for the SIS project UX team, but in order to achieve the humanized organization, **organizational transformation** is required. The transformation of a culture or organization is an ambitious approach that requires noteworthy time and effort as it aims to transition the organization from the current state to the visioned state (Manhaes, 2017).



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