Strategic Redesign of Onboarding to Enhance the Student Experience

OACC STUDENT SUCCESS LEADERSHIP INSTITUTE
SEPTEMBER 15, 2023
Presenters

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Lean Six Sigma (LSS)

• Data-driven process that uses statistical analysis
• Framework for breakthrough performance
• Allows organizations to measure how many "defects"
  • System to identify ways to eliminate defects
  • Aims to reach as close to zero, or no defects
• Build strong organization-focused quality process improvements
Overview

4 Days
40 Team Members
117 Action Items
6 Months
Scope

- Outreach and marketing
- Recruitment Strategies
- Application for Admission
- Customer Relationship Management
- Transcript Evaluation for Placement
- Financial Aid Processing
- Testing and Placement
- New Student Orientation
- Register and Pay
Participants

- Enrollment Management
  - Admission
  - Recruitment
- Student Affairs
- Financial Aid
- Business Services
- Office of the Registrar
- Academic Advising

- Marketing
- Technology
- Faculty
- Academic Affairs
- Office of the Registrar
- Academic Advising
Project Charter

Tri-C does not have a consistent strategic enrollment management process to align efforts across the college (prospect recruitment to seat in class) to foster success for students/customers (regardless of what pathway they may take).

Business Case: To establish and develop an effective process that aligns with the College’s vision and mission and streamlines the process for all stakeholders.

By implementing/developing a new process, we hope to decrease our lead time, streamline steps, increase our response time, improve wait times, increase customer satisfaction and provide cost savings to the College by 9/1/2023 for phase 1.

We should see major improvement by Fall 2024 registration process. (class of 2024)
Impact

• Clarify enrollment and onboarding for students
• Improve the student experience
• Improve and better coordinate student supports
• Close the equity gaps
• Eliminate redundancy (staff and budget)
• Coordinate support and outreach for corporate partners
• Improve community and corporate perception
• Maximize people, resources, and equipment
Objectives

**Primary Objective:** Improve process time to 1 week, conversion rate about 50%, and enrollment by 2-3%.
- Reduce/eliminate process steps, handoffs, decision points, delays (wait time), and rework
- Improve customer satisfaction.

**Secondary Objective:** Reduce or improve conversion rates while maintaining all regulatory and compliance obligations.
- Provide direct cost or customer cost savings.
Future State
Key Recommendations

- **Centralized recruitment** structure
- **Admission advising** for student onboarding
- **Financial planning** for all students
- Examine **placement testing** for consistency
- Examine **gateway/development education**
- **Clarify names** of service areas
- Conduct **technology feasibility assessment**
One College 3.0

- One Marketing Plan and Strategy
- One Recruitment Strategy
- One CRM (customer relationship management system)
- One Application for Admission
- One Onboarding Process
- One Placement Process
- One Advising Tool
- One Payment Portal
**Metrics**

**Primary Metric with Goal and Secondary Metric** Reduce time to 35 steps (68% improvement) and keep up and/or improve conversion rate / metric (application to registration improve by 10-15%).

- Include enrollment + conversion rate

<table>
<thead>
<tr>
<th>Description</th>
<th>Activity</th>
<th>Decision</th>
<th>Waiting</th>
<th>System</th>
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<tbody>
<tr>
<td>Current state</td>
<td>111</td>
<td>42</td>
<td>19</td>
<td>30</td>
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<tr>
<td>Future state</td>
<td>35</td>
<td>14</td>
<td>10</td>
<td>16</td>
</tr>
</tbody>
</table>
6-Month Update

- **19** Complete
- **41** In Progress
- **48** On Hold
- **9** Dependencies
Prospecting - Highlights

• SIS integration with CRM
  • Enhanced student checklist; completed steps to enrollment

• Enhance our ONE college enrollment communication plan vs. campus plans
Admission - Highlights

• Created one Application for Admission
  • Credit and Noncredit
  • Ease of transition between credit and noncredit courses, visa versa

• Auto Acceptance
  • Students can be accepted within 10-min
  • Students can move forward into the next steps to enroll
Transcription - Highlights

• Receiving high school transcripts for placement or testing, electronically

• Importing XML transcripts using optical character recognition (OCR)
Financial Planning - Highlights

• Award most scholarships without an application or essay

• Pilot financial planning for all students, at onboarding
Research - In Progress

• Developing a structure for a centralized recruitment
• Reimagining admissions onboarding structure for new students post-admission through registration
Register & Pay - Highlights

• Task Force created to assess options and impacts on current Register and Pay process
• Ensuring all students, existing and new, have all payment options available online.
• Established auto holds for students with pending financial aid
Research - In Progress

- Provide all credit and non-credit students with one platform to register and pay
- Deployment of mobile payment machines
- Ensuring Tri C remission of fees process is clear and efficient.
Academic Affairs - Highlights

- Faculty Engagement
- 12 week part-of-term
- Placement Inconsistencies
  - Different time frames and processes
  - Understanding student experiences
Other - Highlights

- Math Supports (e.g. coaches)
- My Online Readiness Experience (MORE)
• Course Schedule improvements
  • Modality definitions
  • Refinements to course searches (e.g. honors)
• Credit for Prior Learning
Technology - Highlights

- Google Analytics enabled in Ellucian products
- Reviewed and communicated existing processes for requesting system modifications
Research - In Progress

• Assessing enrollment process technologies for usability
• Launching an RFI to solve some technical needs
  • CRM
  • Academic advising review
  • Chatbot/Al
Data Analysis

• Set the context for the conversation:
  • Enrollment trends
  • Application yield rate
  • Retention
  • Average number of test attempts
Outcomes

• Increase conversion rates
• Increase enrollment - market share
• Increase transition from non-credit to credit completion (and vice versa)
• Increase student retention rates
• Shorten time to certificate/degree completion
• Increase completion rates and numbers
On the Horizon

• Advising and Counseling
• School Model
• Academic Master Plan
• Facilities Master Plan
• Strategic Enrollment Management Plan
Thank YOU