LIVING LEAN IN STUDENT AFFAIRS: AN EVALUATION OF THE NEW STUDENT ENTRY EXPERIENCE

Clark College
Vancouver, WA
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ABOUT CLARK

• FOUNDED IN 1933
• 16,000 STUDENTS
• 101 ACRE CAMPUS
• HOME OF THE PENGUINS
WHY LEAN?

• REDUCED FUNDING
• DEMAND FOR GREATER ACCOUNTABILITY
• DIFFICULTY RESPONDING TO THE NEED TO CONTINUOUSLY IMPROVE
BENEFITS OF LEAN

• PROVIDES THE OPPORTUNITY TO EVALUATE/MAP A PROCESS
• IDENTIFY/REMOVE NON-VALUE ADDED STEPS
• STREAMLINE
• CONTINUOUSLY IMPROVE
PROJECT FOCUS

• UTILIZE LEAN TO EVALUATE AND REENVISION THE NEW STUDENT ENTRY EXPERIENCE (NSEE)

• ASSEMBLE A TEAM CONSISTING OF STAFF WHO WORK DIRECTLY WITH STUDENTS
# Clark College Student Affairs Lean Charter

## Subject

**New Student Entry Experience**

### Background

**Why a Priority:** The Clark College strategic plan calls for improved systems that create greater efficiencies and states institutional goals to increase student access, retention and completion. We need a seamless new student entry process that supports increased student success and resource efficiency.

**Challenges:** Prospective and new students are unclear about how/where to get started, “Pinging” students between functional areas occurs and the current logistics and physical location of some functions are obstacles/barriers.

**Cost of current condition:** Loss of enrollment, loss of credibility for Clark, staff frustration and strained working relationships due to processes.

**Customer (internal & external):** Big “C” = Prospective/New Students Little “c” = Student Affairs, Administrative Services, Instruction, referral agencies (i.e. high schools), and community partners.

### Targets

- Reduce student “pinging”
- Streamline services to create greater efficiencies
- Reallocate space to support added value for students and greater efficiencies in workflow
- Establish an implementation plan for the above with recommendations for future Lean activities at the departmental level

### Boundaries

**Includes:** The new student entry experience starting at point of contact through end of a student’s first term at Clark. This includes transfer, running start and basic skills students.

**Excludes:** For the purposes of this event we will exclude the operational processes associated with limited entry admissions, corporate and continuing education students and all appeal processes.

### Timeline

- **Preparation:** August 2012
- **Event Dates:** October 22-24, 2012

### The Team

**Sponsors:** William Belden, Ted Broussard, Diane Drebin

**Lean Team Project Manager:** Debra Hentz, Operations Manager

**Core Team members:**
- Admissions/Assessment/Welcome Center - Vanessa Watkins, Lynn Mara Eggleston, Gary Kay
- Advising/Credentials/Running Start – John Maduta, Saundra Solis
- Career Services – Catharine Keane
- Disability Support Services – Aaron Hodukavich
- Financial Aid/Veterans/Eligibility Programs – Karina Sanchez, Nancy Heidrick, Rebecca Timmons
- Registration - Melissa Williams
- Student Life – Samantha Lelo
- TPC Representation – Amy Tam

**Note:** Individuals and departments from the following areas will be asked to participate as needed for consultation – Counseling and Health Center, International Programs, Athletics

**Stakeholders**

- SAC Members
- SA Leadership
- Business Services
- Office of Diversity
- IC Members
- Students
QUESTIONS?
Recommendations –

1) Establish a standardized baseline process for all new students
2) Establish pre-admissions center
3) Streamline admissions procedures
4) Expand pre-student orientation services
5) Expand the breadth of student orientation
6) “Front load” student services
Recommendation #1

Establish a standardized baseline process for all new students

Clark College Student Affairs Lean Project
New Student Entry Experience

Pre-Admission  Admissions  Pre-SO

Student Orientation (SO)  Advising  Registration

Payments & Refunds  Books & Supplies
IMPLEMENTED FROM RECOMMENDATION 1

GET STARTED AT CLARK

1. Apply for Admissions & Pay Application fee
   www.clark.edu/quickstep or call 360-699-NEXT

2. Apply for Financial Aid & Scholarships
   www.clark.edu/cc/finaid or call 360-992-2153

3. Complete the COMPASS or CASAS Placement Test
   www.clark.edu/assessment or call 360-992-2588

4. Complete Orientation
   www.clark.edu/orientation or call 360-699-NEXT

5. Register for Classes
   www.clark.edu/current

Welcome to the Penguin Nation!
QUESTIONS?
Recommendation #2

Establish a pre-admissions center

- Easy to find location; obvious step one
- “Welcome Center” staffed with Generalists
- Help students determine funding options
- New student entry “checklist”
- Promote/market potential support service needs
- Good information here will streamline later process steps
IMPLEMENTED FROM RECOMMENDATION 2
IMPLEMENTED FROM RECOMMENDATION 2

• WELCOME CENTER CONCEPT

• INFORMATION DESK/KIOSK

• DELAY IN FULLY STAFFING THE WC
  – PEOPLESOF
  – FUNDING
Start Next Quarter

The training you need for the job you want

Washington's Community Colleges offer hundreds of students free and reduced tuition, books and fees every quarter. We want you to get the skills and education you need to find a stable career at a competitive salary, and we have programs and resources we want to make available to eligible students.

Three simple steps:

1. Take the survey
   It's short, free, and anonymous.

2. Attend a workshop
   If you pre-qualify for funding, you can sign up for our free educational planning workshop.

3. Apply for college
   It's quick, easy, and free.

Click here to begin the survey!
Recommendation #3

Streamline admission procedures

- SID, global pin and email activate at time of payment
- Email follow-up communication with welcome letter, financial aid, transcript requests, and preparation for orientation
- Assign a Student Orientation date (default to first available date)
- Improvements in residency procedure
IMPLEMENTED FROM RECOMMENDATION 3

• MAJOR DECLARATION COMBINED WITH ONLINE ADMISSIONS FEE PAYMENT

• ALIGN WITH FUTURE STATE IN PEOPLESOFT

• INCREASED THE NUMBER OF DATA TRANSFERS OF STUDENT INFORMATION TO ALLOW ACCESS TO ONLINE SERVICES FASTER.

• IMPLEMENTED A CUSTOMER RELATIONSHIP MANAGEMENT TOOL TO SEND EMAILS ABOUT THE ENROLLMENT PROCESS AND RESOURCES (PLACEMENT, REGISTRATION, CAREER SERVICES)

• ROBOCALL SERVICE TO REMIND STUDENTS ABOUT REGISTRATION AND PAYMENT DEADLINES

• PROVIDE SAME DAY RESIDENCY DETERMINATIONS
Recommendation #4

Expand pre-student orientation services

- Assessment test score interpretation connection to Career Services
- Students with compass scores at ABE level are directed to Basic Education team
- Career assessment, exploration and confidence (matching)
  - Prepare for Major Declaration Form request
- Fees paid at place of service
- Explore student support services
IMPLEMENTED FROM RECOMMENDATION 4

- CAREER SERVICES OUTREACH TO STUDENTS WHO HAVE NOT DECLARED A MAJOR OR SELECTED UNDECIDED
QUESTIONS?
Recommendation #5

Expand the breadth of student orientation

- Continue 1 hour of general information at student orientation
- Mandatory orientation for all students including new, transfer and re-entry
  - Registration opens at orientation for all students
- Expand the scope of small group advising during orientation
- Advisors enter Major Declaration Form real-time
- Student ID cards issued
- Support services questions asked during registration
IMPLEMENTED FROM RECOMMENDATION 5

- MAJOR DECLARATION SUBMITTED BY ADVISING THROUGH ONLINE TOOL. REDUCTION IN ERRORS DUE TO DUPLICATE PAPER FORMS.

- THE RECOMMENDATION WAS REVISED TO IMPLEMENT A MANDATORY ONLINE ORIENTATION RATHER THAN IN PERSON
Recommendation #6

“Front-load” student support services

- Promote/market support services as early as pre-admission
- Require check-in with Career Services during pre-student orientation
- Automatic notification to department from registration questions
- Outreach by department to interested students
IMPLEMENTED FROM RECOMMENDATION 6

• OUTREACH USING SALESFORCE CRM TO NOTIFY STUDENTS OF SERVICES AND PROCESSES
QUESTIONS?
Recommendation #7

Cluster physical location of services in alignment with the flow and functions of the other 6 recommendations

- Entire departments located together
- Student steps are close together and logical
- Steps are visible – checklist matches building signs “Penguin Pathways”
- Student payments can be taken at same office or in same building level
IMPLEMENTED FROM RECOMMENDATION 7

- DEPARTMENT MOVES TO ALIGN CORE SERVICES
- COMBINED ADMISSIONS, REGISTRATION AND RECORDS INTO ONE DEPARTMENT
OUTCOMES

• STUDENT SATISFACTION IMPROVED
  – WELCOME CENTER
  – INFORMATION KIOSK/DESK CONCEPT HAS BEEN VERY HELPFUL
  – REDUCED PINGING
WHAT DID WE LEARN

• CHALLENGES OF CHANGE MANAGEMENT (STAFF CLIMATE)
• TEAM BUILDING WITHIN COMBINED FUNCTIONS (ADMISSIONS, REGISTRATION, RECORDS AND REPORTING)
INCREASED COLLABORATION

• RELATIONSHIPS BUILT DEPARTMENTS
• ELIMINATING SILOS IN STUDENT AFFAIRS AND THE CAMPUS AS A WHOLE
• SHARING RESPONSIBILITIES AMONGST DEPARTMENTS
CURRENT STATE

- EVALUATING BUSINESS PROCESSES
- THE NEED FOR CONTINUOUS IMPROVEMENT DOESN’T END
- PEOPLESOF IMPLEMENTATION STILL DELAYED
- CHALLENGES OF CURRENT LEGACY SYSTEM
- DATA DRIVEN
CURRENT STATE CONT.

• DEVELOPMENT OF PROGRAM PATHWAYS
• DEVELOPED AND IMPLEMENTED AN ENROLLMENT LAB
• MULTIPLE MEASURES FOR ENGLISH AND MATH COURSE PLACEMENT
Multiple Measures for English Placement

By December 1, 2016, students will be able to place in English 101 via any one of the multiple measures listed below. Some of these measures will be available before December 1. Please check with Enrollment Services for more information.

New and Returning Student English 101 Placement:

- Cumulative, unweighted U.S. High School GPA of 2.75 (currently enrolled or within 5 years of high school graduation)
- GED College Ready Score of 175-200
- 10th or 11th Grade Smarter Balance English Score of 3 or 4
- English Bridge Class Grade of B or Higher
- Qualifying AP or IB Scores
- COMPASS scores between 78-100 from Clark through December 31, 2018
- Completion of English 098 or IELP 091 with a C or better

Transfer Student English 101 Placement:

- Placement Reciprocity if Placement Test Has Been Taken at Another School in the Last 2 Years
- Transcript Evaluation if Equivalent Course Has Been Taken at Another College
- Bachelor’s Degree from an Accredited U.S. University

International Student English 101 Placement:

- TOEFL overall score of 68 iBT or better with at least 17 in the writing section
- IELTS overall score of 6.0 or better with minimum of 5.5 on all band scores
- STEP Eiken overall score of grade Pre-1 or better
- Completion of IELP 091 with a C or better

Any student who does not place in English 101 via the multiple measures above will take the Readiness Assessment for placement.
CURRENT STATE CONT.

- DEVELOPED AND IMPLEMENTED AN ENGAGEMENT EVENT CALLED PENGUIN WELCOME DAYS
- SESSIONS OFFERED INCLUDE ADVISING, CAREER SERVICES, PAYING FOR COLLEGE, STUDENT PANEL, CAMPUS TOURS, REGISTRATION ASSISTANCE
QUESTIONS?