
Strategic Redesign of Onboarding to Enhance the Student Experience

OACC STUDENT SUCCESS LEADERSHIP INSTITUTE

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Redesign the Student Experience



We must continuously examine our processes to ensure ease of access to community members who seek to change or enhance their lives. Using the student journey and corresponding needs as a framework, we are working with Corporate College professionals trained in Lean Six Sigma to evaluate and enhance the student experience.

We will focus on simplifying recruitment and enrollment processes, as well as our organizational hierarchies and naming conventions, to make it easier for students to find the help they need and for faculty and staff to more effectively direct those seeking assistance.

Students will be able to enter any “door,” whether physical or virtual, easily enroll in classes and find the services or resources they need to succeed.

“ Faculty, staff and peers can and should serve as mentors for students to celebrate their successes, support them through any struggles and guide them through Tri-C processes.”

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



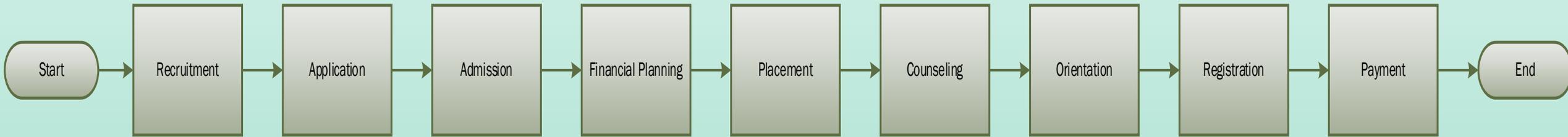
Scope

- 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



TRI-C Recruitment to Seat (Enrollment) High Level Draft of Process

11.18.2022



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%.

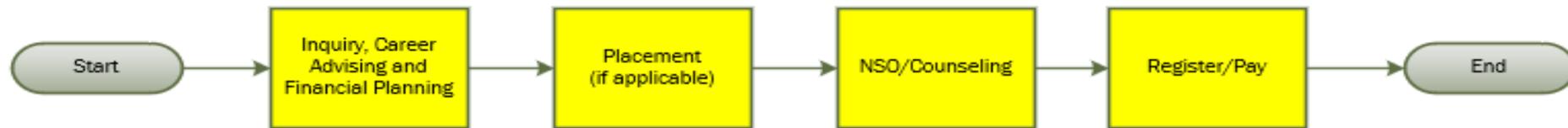
- Reduce/eliminate process steps, handoffs, decision points, delays (wait time), and rework
- Improve customer satisfaction.

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

Description	Activity	Decision	Waiting	System
Current state	111	42	19	30
Future state	35	14	10	16



6-Month Update



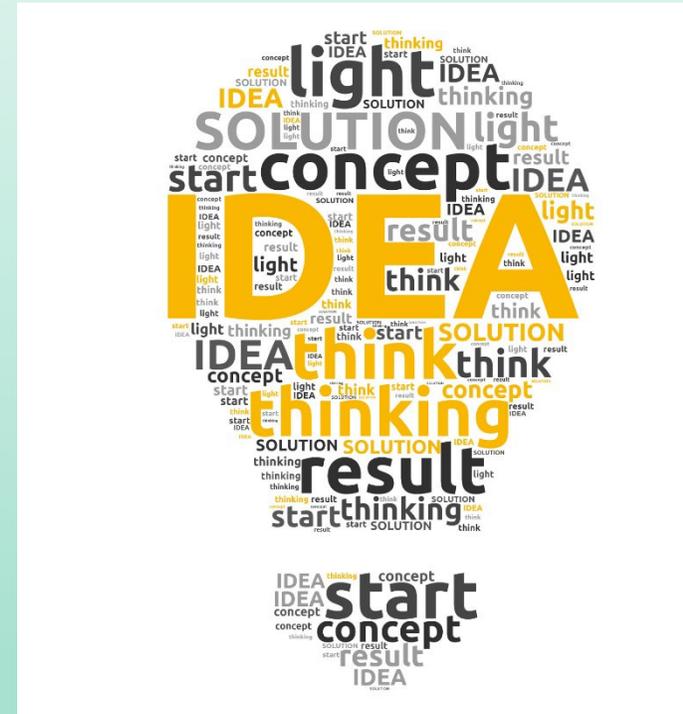
Prospecting - Highlights

- SIS integration with CRM
 - Enhanced student checklist; completed steps to enrollment
- Enhance our ONE college enrollment communication plan vs. campus plans



Transcription - Highlights

- Receiving high school transcripts for placement or testing, electronically
- Importing XML transcripts using optical character recognition (OCR)



Research - In Progress

- Developing a structure for a centralized recruitment
- Reimagining admissions onboarding structure for new students post-admission through registration



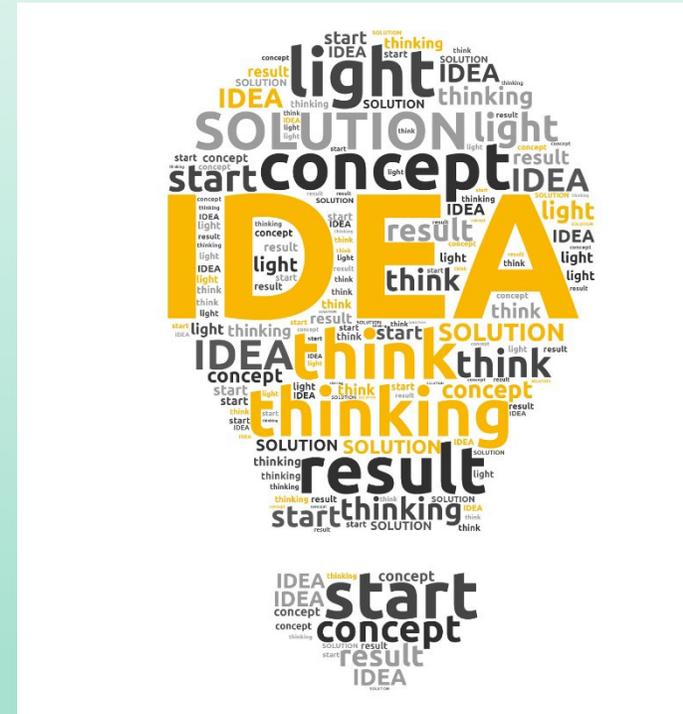
Research - In Progress

- 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.



Other - Highlights

- Math Supports (e.g. coaches)
- My Online Readiness Experience (MORE)



Research - In Progress

- Course Schedule improvements
 - Modality definitions
 - Refinements to course searches (e.g. honors)
- Credit for Prior Learning



Research - In Progress

- Assessing enrollment process technologies for usability
- Launching an RFI to solve some technical needs
 - CRM
 - Academic advising review
 - Chatbot/AI



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



