6 Sigma Project Charter

Date: May 22, 2014 (Updated July 8, 2014)

Project Name: Student Intake Process

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Project Sponsor: Dr. Erwin

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FREP:

Charter Authors: Six Sigma Team

Charter Approval Date: March 4, 2014

Opportunity (Purpose or Primary Reason for Project):

- ICC has an opportunity to be more strategic in enrollment management process.
  - Create institutional definitions and measures for key processes such as registration, enrollment, and student groups.
  - Standardize and communicate processes for student's populations and employees.
  - Develop an avenue to monitor measurements and a process to communicate those measures.
  - Identify where process challenges exist which may hinder the student.
  - Identify critical information and what information can be standardized based upon student needs.
  - Standardize the communication to receive the appropriate message. Not all students complete the same intake process and consequently do not receive the same valuable information such as how to access “electronic” accounts (e-Services, student email, Blackboard, TouchNet). How to access tools and other information from admission to enrollment.
- There is also opportunity to reduce rework of departments.
- Create an exceptional student experience by creating a process that is efficient, well communicated, and engages the student.

Business Case (Budget Information):

- Additional pressures on revenues because of declining enrollments are the driving forces behind this project.
- The impact is 44 percent of students who enroll were dropped for no-pay and did not re-enroll; whereas, 56 percent were dropped and re-enroll. This is the average of 10 terms from Fall 2009 to Fall 2013.
- By developing a more "standardized" in take process, students will be better informed about important dates, procedures, policies, and even part-time students who are not required to meet with an advisor would be obtaining the information they need.
- The estimated Enrollment Services and Advising rework time is approximately 3.5 weeks if one person was re-enrolling students. This estimated number is based upon 201 full-time students (12 hours or more) re-enrolling from the first no-pay drop in fall 2013.
- Reduce the attrition rate through strategic enrollment management across the intake process.
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Goal (Expected Outcomes, Deliverables, and/or Results):

- Unifying prospect data from all recruiting points
- Define key processes terminology and institutional measures
- Increase the number of students completing milestones across the intake process
- Increase the number of “secured” enrollments
- Design student workflow and workspace to facilitate standard enrollment procedures for student populations
- Develop a “standardized” intake process to be used college-wide
- Reduce departments rework time such as rework with applications, processing drops, and re-enrollments
- Improve the student experience

Scope (Constraints, Boundaries, and/or Key Risks):

In Scope

- Student Prospecting
- Applying to ICC
- Testing*
- Advising*
- Applying for Scholarship*
- Orientation* (Not designing orientation but must communicate with orientation team)
- Financial Aid*
- Registration
- Enrolled Secured (Payment, Hold)
- Online services that support enrollment such as e-Services and student email
- Special application groups (ex: dual credit, GED, work based learning, CATTK, GM-ASEP, DPET)

* The team is focusing on how those processes play a role in the student intake process. The team is not concentrating on re-designing those current process.

Out of Scope

- Non-Credit (PDI)
- Blackboard

Timeline (Define, Measure, Explore, Develop, and Implement):

- 3 Months = June, July, August (Define/Measure)
- 2 Months = September and October (Analyze/Design)

Primary Measures:

- Percentage of attrition through the milestones (conversion rate from prospective students to secured enrollments [there are other milestones between prospect to secure enrollments])
- Hours in rework
- SSI questions related to intake process will be added – waiting for information from IR

Other (Additional Resources Needed, Critical Considerations, and/or Initial Concerns):

- Some departments send official communication through the assigned ICC email and other department's mail information.
- The intake process does not address student intent (take one class, pursue a degree, etc.). Capturing and understanding student intent will help departments working with students.
- The application is planned to be redesigned in fiscal year 2015. Students can complete applications without providing important information such as graduation date and program of study. Also, birthdate can be entered with invalid year (ex: 2014). Increased staff time is needed to capture data not provided correctly and incomplete information also impacts college-wide reporting.
Supporting Data & Process Map(s):

Process Maps to Update:
- Application/Enrollment
- Advising
- Financial Aid
- Orientation

Processes to Map:
- Testing
- Prospects
- Scholarships

Voicing Data
- Review 2012 student surveys for registration, advising, and financial aid.

Enrollment Data – Chart A

Enrollment Data – Chart B