6 Sigma Project Charter

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Project Name: Incoming Transcript Evaluation

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<th>Team Members</th>
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Opportunity (Purpose or Primary Reason for Project):
It is estimated that 1,400 – 1,500 transcripts are received in the Student Services Center each year, with approximately 450 of them requiring evaluation because the student is seeking a degree or certificate. It takes, on average, 36 days to complete the evaluation from the time it is received in the SSC to the time it is posted and available for use. This can result in incomplete or conflicting information at the time of the students’ initial advising appointments, insufficient time to make informed course registration decisions, and a potentially negative impact to their financial aid considerations. There are multiple sources for determining course-level equivalencies and no definitive tracking system in place to continually monitor the progress of an individual transcript evaluation.

Finally, the Colleges’ current transcript evaluation process evaluates only for a single degree or certificate plan as identified by the student on the request for evaluation of college transcript form.

Business Case (Budget Information):
Transcript evaluations are critical to proper registration advisement and assessment of graduation requirements. Student satisfaction with advisement is currently lower than desired and the literature suggests this can negatively affect student persistence and retention. Improvements that will positively impact advisement are needed to address the college’s critical success factors regarding student success. Additionally, reduction of process duplication can save staff time, reduce process costs, and reduce the total time needed to evaluate transcripts.

Goal (Expected Outcomes, Deliverables, and/or Results):
Reduce the turn around time from the point at which a transcript is received to when the results of the evaluation are posted in PeopleSoft to 14 days, as measured by internal tracking systems in the SSC.

Establish a more robust measurement system by which the process can be regularly evaluated.
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Scope (Constraints, Boundaries, and/or Key Risks):
The project will examine the process of evaluating transcripts from the time the transcript is received from another higher education institution to the point at which it is posted in PeopleSoft and available in the advising dashboard. The project must consider the information needs of users throughout the college with respect to transcript evaluation.

Risks: The admissions office only evaluates transcripts for degree or certificate seeking students. Departments evaluate transcripts for higher-level classes and those from out-of-state institutions for which no historical record of equivalency exists. If a student is not initially listed as degree- or certificate-seeking but later decides to declare, the transcript may have to be re-evaluated thus creating a potential discrepancy. Furthermore, the transcript must be an official transcript for degree/certificate evaluation.

Timeline (Define, Measure, Analyze, Improve, and Control):
The Define phase will begin with a team launch in mid-September, with a target to complete Define by mid-November. The targeted completion of the remaining steps will be as follows: Measure by mid-March, 2008; Analyze by early May; Improve by early June, or in time for the start of the fall registration period. Target for report-out of Control findings will take place after the fall registration period has cycled, possibly in early or mid-October of 2008.

Primary Measures:
Input: number of official transcripts received in the Admissions office by date and originating institution; number requiring evaluation.
Process: overall cycle time and corresponding sigma level; cycle time to evaluate a transcript once a request for evaluation of college transcript form is received.
Output: yield rate of students enrolled to transcripts received. Other to be considered.

Benchmark measures with Parkland, Heartland, John Wood and other similar community colleges would be helpful (particularly, institutions in close proximity to 4-year institutions). Gaining a measure of enrollment “leakage” due to time delay in processing transcript evaluations could be a valuable measure for future analysis.

Other (Additional Resources Needed, Critical Considerations, and/or Initial Concerns):
There is an “unofficial” appeal process.
Student can ask for an IAI confirmation letter. There is some confusion as to whether or not IAI includes major-specific courses in addition to general education courses.
College Source, Clearinghouse could be important resources.
First-hand observation of the “enrollment swirl” phenomenon could provide valuable understanding of our student population.