

The Student Onboarding and Engagement Experience at Superior College

Strategic Enrollment Management Findings and Recommendations

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S & S Consulting



Agenda

• Presenting Problem

- Concerns about how the student onboarding experience process was affecting enrollment & registration.

• Analysis and Observations

- Entice students to choose Superior College as their first choice by identifying barriers and inconsistencies students and staff have shared.
- Some staff still wanting to use same antiquated processes to fix new identified problems.
- Prevention of not adopting/blocking/hiding new practices from Leadership.

• Strategic Recommendations

- Improve the student experience and streamline onboarding close to pre-2010 enrollment statistics.
- Combination of best-practices from research results and recommend short and long-term solutions.

Project Scope and Summary

To improve the student service experience and streamline onboarding processes and remove barriers to increase overall enrollments. Superion College is asking for a *multi-phased, multi-year* solution that will review and recommend solutions and best practices in:

- 1- Student experience research
- 2- Deep Departmental Dives
- 3- Communications and Technology
- 4- Performance accountability

Responsibilities of S&S Consulting and Superion College

S&S

1- In-depth phased written findings and recommendations that will cover areas within each unit of Strategic Enrollment Management (SEM) in ***phase one***: Admissions, Financial Aid, Registrar Office and Transfer Services.

2- Conduct and document all focus groups and deep-dives (employee and students), secret student shopper, technology & communications review, and accountability assessments.

Superion College

1-Allow access to important data and related documentation, training materials currently being used among staff and shared with students.

2-Share with staff and students on focus groups and deep-dives.

Project Status Discovery & Review

Current Status

- Mid-phase I-Engaging w/students & staff
- Discovery of unit processes & materials
- Deployed of some research tactics for multiple points of view:
- Secret Student Shopper (ongoing w/ 4 students so far and recruiting additional)
 - Types included: a)non-traditional student, b) first-time system student, transfer student and second-degree student (still ongoing)

Phase I

Continued research

- Deep Dives meetings /w staff
- Call Center content review

Technology & Communication

- Intro communication short-term plan

Short-term solution suggestion

- Mock-practice registration event (Summer 2021?)
- Focus group(s)

Phase II

- Performance, accountability, strategic goal planning , and transparency enhancements for unit & staff
- Review and recommend mapping of workflow of student onboarding process
- Technology & Communication final review
- Discussion of option for continuation into phase III

Tool Inventory

- SSS exercise
- Various classifications of students
- Focus groups (upcoming)
- Deep Dive meetings with staff (next semester)
- Call Center Inventory logs (next semester)



Deliverables

•S&S will deliver the following to each Unit Director booklet with:

• Outcomes of all sample documents used to collect data (i.e., questions, techniques and research methods).

•Recommendations and findings from phase 1 (end of 1st semester fall or spring only) that would include:

- ✓ Survey and focus groups questions
- ✓ Mapping of workflow of student onboarding process


• Conducting a mock-practice registration event to determine delays and barriers

•Share strategic goals and performance enhancements & transparency for each unit/staff with understanding their contributions.

•Introduce communication plan for the SEM division and for each unit for comprehensive responsibilities for each area.

Findings And Recommendations

Mid Phase I Categories

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- I. Process
 - II. Communications
 - III. Technology
 - IV. Accountability .

I. Process Findings & Recommendations

Findings:

- Uniformed Staff on other departmental processes
- Unclear steps by other departments within division on what information to give to students.
- Students expressing finding, locating understanding step process for submitting documentation.
- Student responsibility to be admitted
- Students given antiquated information
- Financial Aid is the most challenging department
- Transfer Students do not feel included in process.

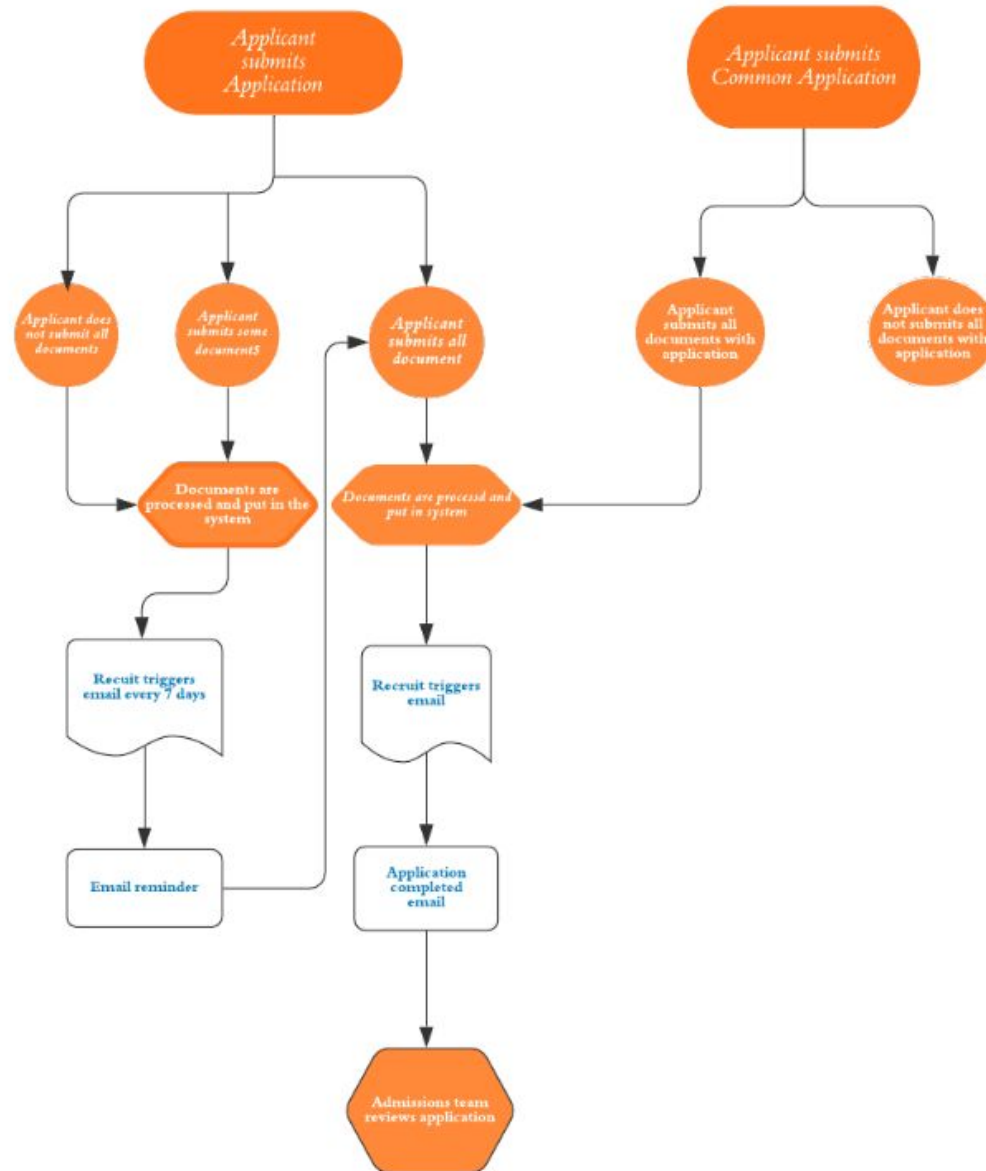
Recommendations:

- a. Registration day and roadmap
- b. Centralized location for documents
- c. Develop centralized communication hub where all official documentation comes from. No more 'overwhelming' students with information
- d. Mapping students' steps

Admissions Process Map

(current)

Superior College Admissions Flowchart



II. Communications Findings & Recommendations

Findings:

- A lot of information with no clear direction
- Conflicting information
- No proactive communications
- No clear 'what's next' or moving forwarding email
- Students unclear of difference between Financial Aid & Bursar departments.

Recommendations:

- a. Establish division communication plan
- b. SEM social media account
- c. Follow-up communication plan that specifically defines next steps
- d. Department specific communication that outlines to-dos and next steps

Sample Email from
prospective student:
Over **one month** since
decision was completed.

Student Services Center <Student-Services-Center@[REDACTED]>: Mar 15 03:07PM -0400

Team,

Prospective student called because she received an access orientation letter but had no idea she had been accepted. She spoke with Ms. [REDACTED] and was told to check her email and after locating ...more

Ja [REDACTED] <j[REDACTED]@[REDACTED]>: Mar 15 03:14PM -0400

Hello,

This students admit decision was updated on 02/13/18. I will remind Ms. [REDACTED] of where to locate this information.

Thanks,

Ja [REDACTED]

On Fri, Mar 15, 2018 at 3:07 PM Student Services ...more

Student Services Center <Student-Services-Center@[REDACTED]>: Mar 15 03:07PM -0400

Team,

Prospective student called because she received an access orientation letter but had no idea she had been accepted. She spoke with Ms. [REDACTED] and was told to check her email and after locating ...more

Ja [REDACTED] <j[REDACTED]@[REDACTED]>: Mar 15 03:14PM -0400

Hello,

This students admit decision was updated on 02/13/18. I will remind Ms. [REDACTED] of where to locate this information.

Thanks,

III. Technology Findings & Recommendations

Findings:

- A. Challenges are deeply rooted in technology support, integrations, information sharing with multiple units in SEM.
- B. Departments acquire separate technology platforms that is not used across the division
- C. Lack of information and instruction and uses for students and staff

Recommendations:

- a. Implement a centralized communication system for all departments to link updates and processes
- b. Centralize all student and staff information in a accessible database by designated units with the division
- c. Initiate a point or reward system for accurate onboarding

II. Accountability Findings & Recommendations

Findings:

- A. No clear and consistent method to share information, measure performance goals, successes, and goals for staff.
- B. Inability to ensure staff is operating efficiently with no clear set of goals and priorities
- C. Some staff resists changes due to not believing in a new process or prioritizing or accepting new tasks.

Recommendations:

- a. Update or acquire tracking applicants through an application process
- b. Establish division wide performance goals
- c. Create a SEM dashboard on division version internal website for employees to access and view the status of department statuses for all staff to view.
- d. Exit interview/form process for student experience and continue to contact students for status updates.

Next steps



Continue

Continue with planning with focus groups with new Spring 2021 students at the end of semester and secret student shopper into Fall 2021.




Determine

Determine accountability assessments with unit staff as annual performance reviews wrap-up.

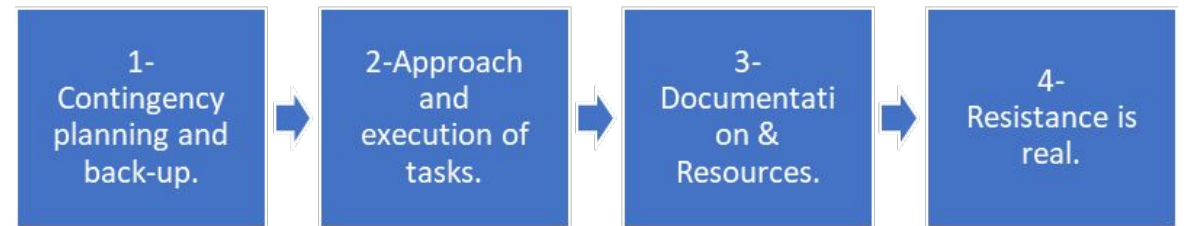


Recommence

Recommence exploration in technology processing and improvement.



Lessons Learned





Thank You

Q&A