

Using Process Mapping to Understand the Student Experience

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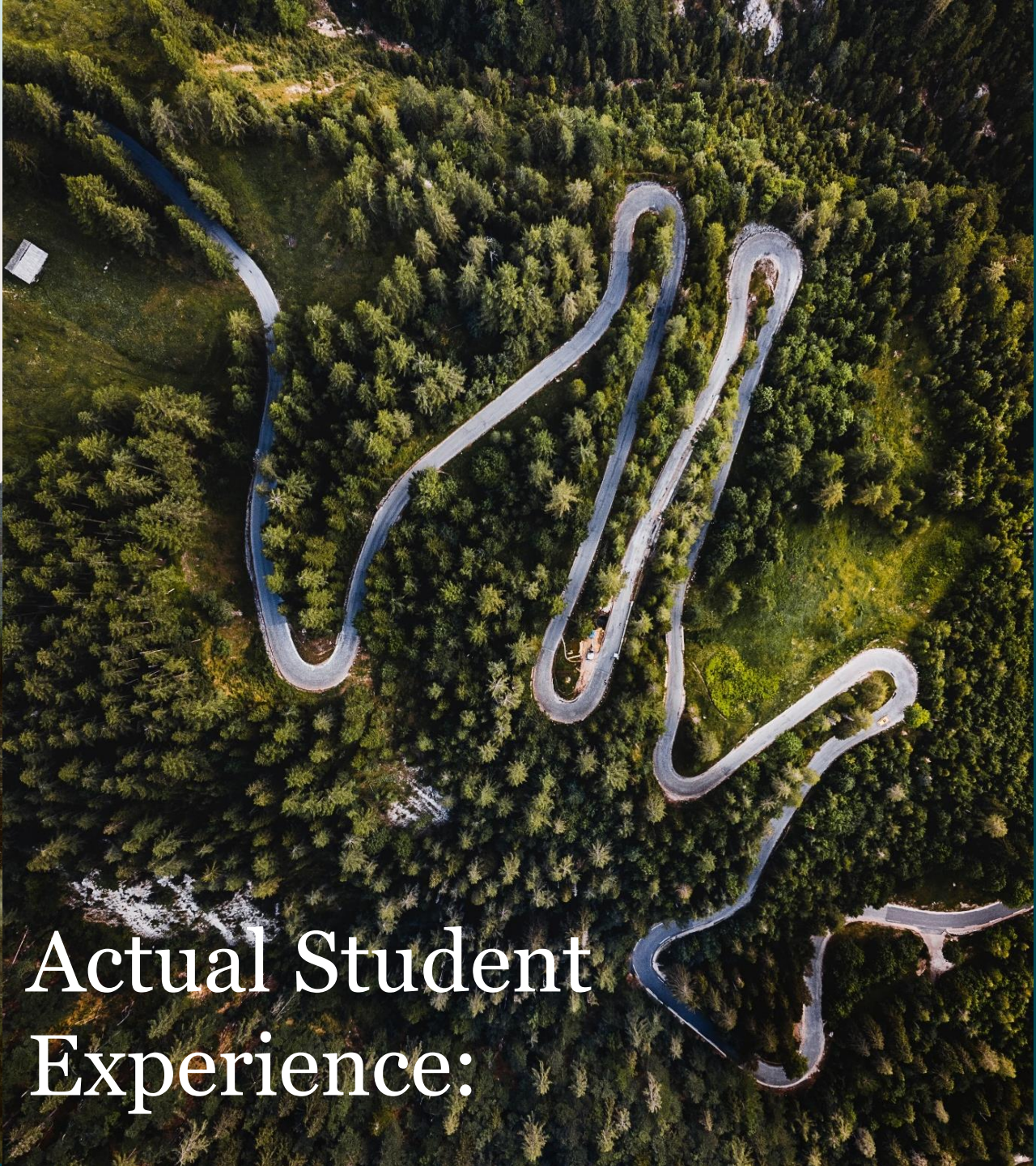
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Institutional Perspective:



Actual Student Experience:

Why Redesign Processes?

- ✓ Additions over Time
- ✓ Variations Developed in Silos
- ✓ Changes in Technology
- ✓ Changes in Student Populations

Student Success

Equity & Access

Process Mapping:

Visual Workflow Diagrams

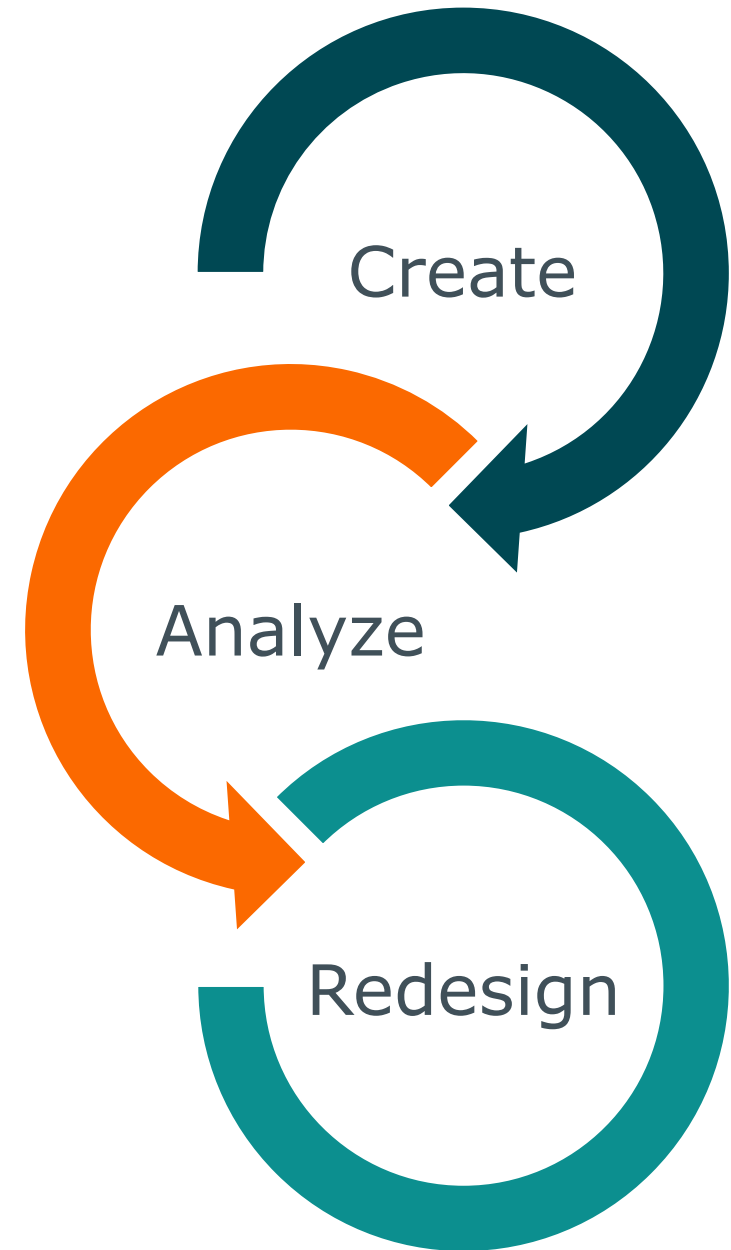
Process Requirements:

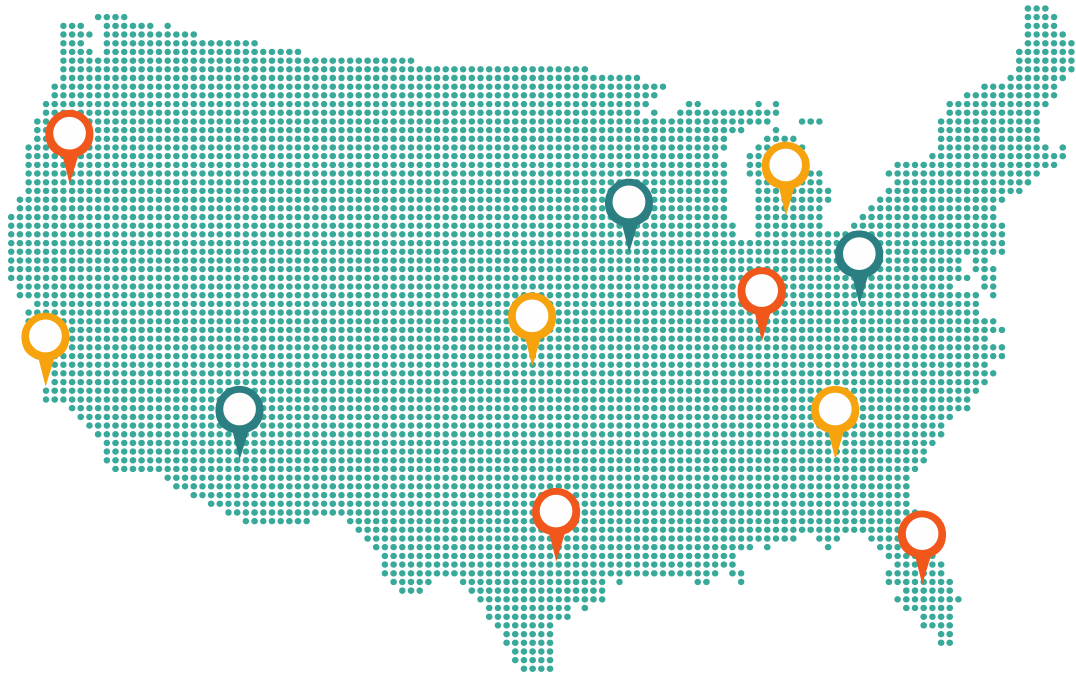
STEPS
ORDER
PURPOSE

CREATE an "as is" process map to understand the current process.

ANALYZE the current process to identify and pinpoint issues.

REDESIGN the current process to address the identified issues, creating an improved process.





Arizona State University
Georgia State University
Iowa State University
Michigan State University
Oregon State University
Purdue University
The Ohio State University
University of California-Riverside
University of Central Florida
University of Kansas
University of Texas at Austin

Institutional Communication to New Students

MICHIGAN STATE

UNIVERSITY®





April 2015
Two-day workshop
13 units participated

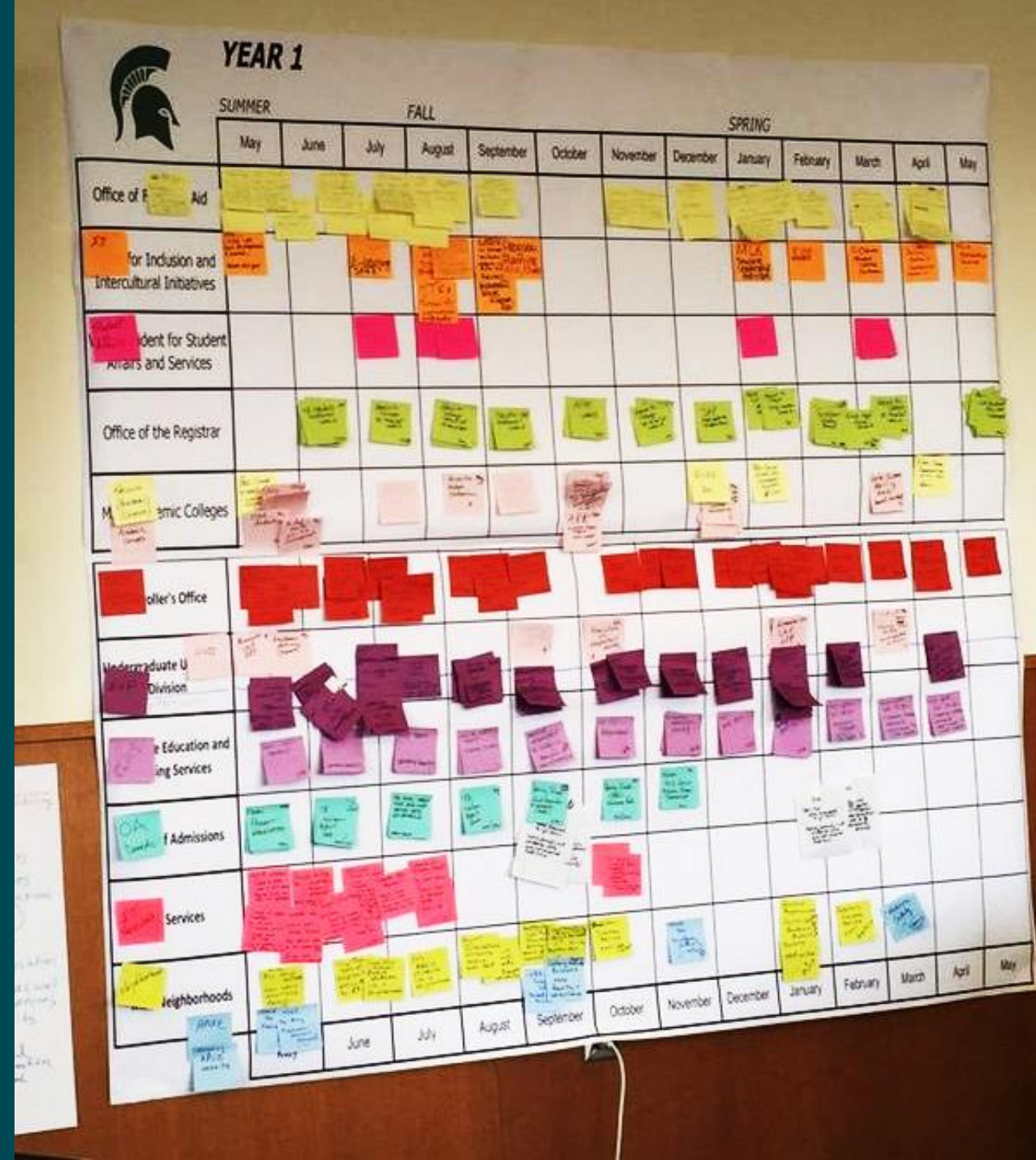
- Admissions
- Pre-Major Advising
- Undergraduate Education
- Information Technology Services
- Financial Aid
- Office for Inclusion & Intercultural Initiatives
- Office of the VP for Student Affairs & Services
- Office of the Provost
- Residence Education & Housing Services
- Academic Colleges, Advisors & Faculty
- Neighborhoods Engagement Centers & Student Success Programs
- Comptroller
- Registrar
- Bursar

Over a one-year period from a student commits to attend the university through their first-year, MSU discovered:

400+ Mass Emails

50+ Online Portals

90+ Account Holds



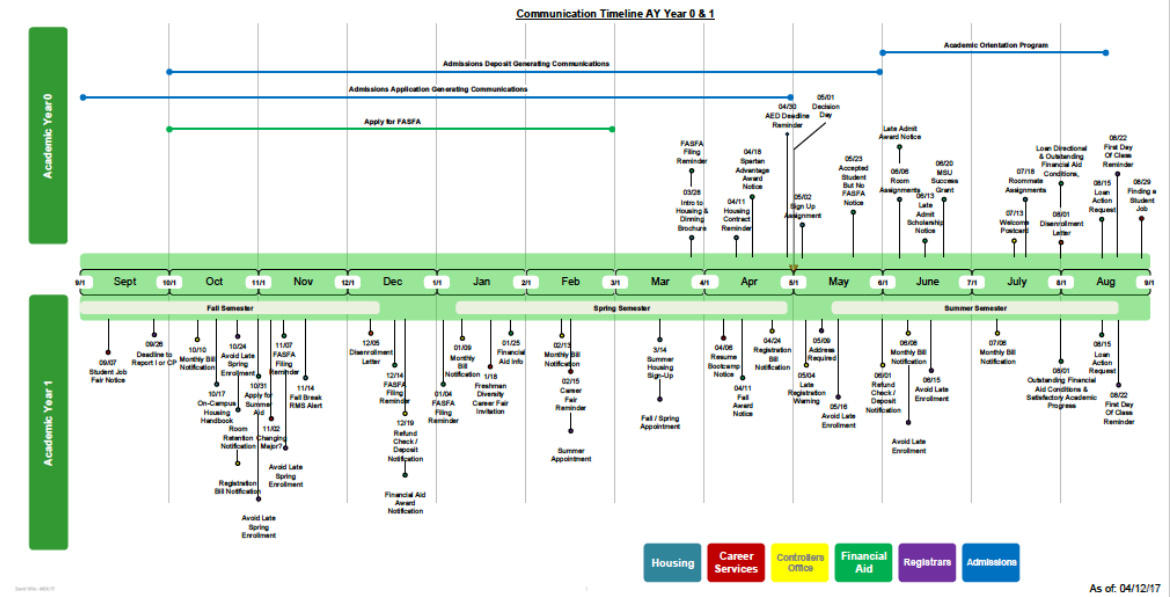
Next Steps:

- Deeper communications analysis with six key units

*Housing
Career Services
Financial Aid*

*Admissions
Controller's Office
Registrar*

- Focus groups with students
- Playbook for Student Communications Continuous Improvement



1,284 Communications from Six Units

Too much communication about things that don't apply.

Important information should be shared by email

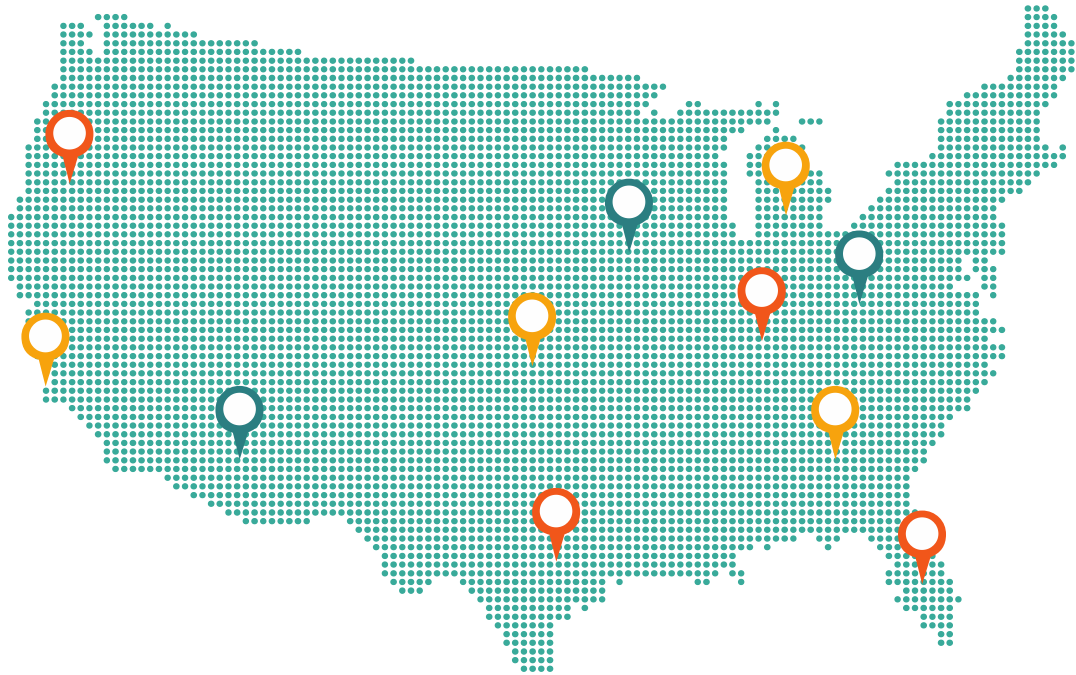
Collateral Outcomes:

CAMPUS CULTURE

- Community building across silos
- Set groundwork for collaboration with colleges
- Shared commitment to student success
- Capacity-building among professionals & faculty

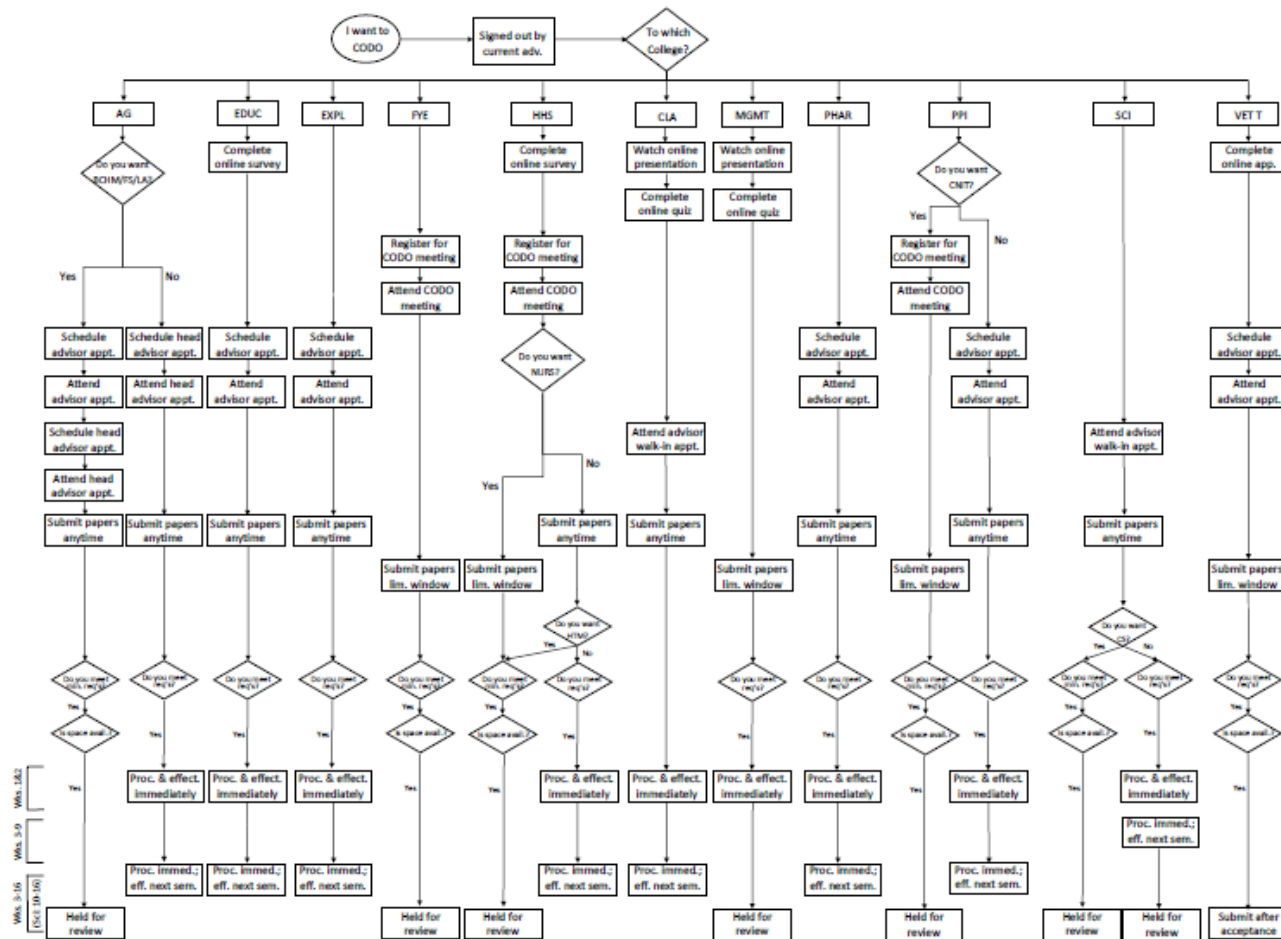
SPIN-OFF PROJECTS

- Single portal for scholarships
- Retention micro-grant program
- Examination of holds



Arizona State University
Georgia State University
Iowa State University
Michigan State University
Oregon State University
Purdue University
The Ohio State University
University of California-Riverside
University of Central Florida
University of Kansas
University of Texas at Austin

Change of Major Process Purdue University



CODO Requirements - Academic | +

← → 🏠 🔍 ☆ ⋮

purdue.edu/advisors/codo/index.php

Find Info For ▾ Apply News President Shop Visit Give Emergency 🔍

PURDUE UNIVERSITY | Academic Advising

Home Current Student ▾ Academic Advisors ▾ FAQ CODO - Change Your Major ▾ Acronyms

CODO - Change Your Major / CODO Requirements

CODO - CHANGE YOUR MAJOR

Process Overview

FAQ for Students

CODO REQUIREMENTS

Are you thinking of changing your major? At Purdue that's called a CODO (Change of Degree Objective), and you start the process by reaching out to your current academic advisor for guidance.

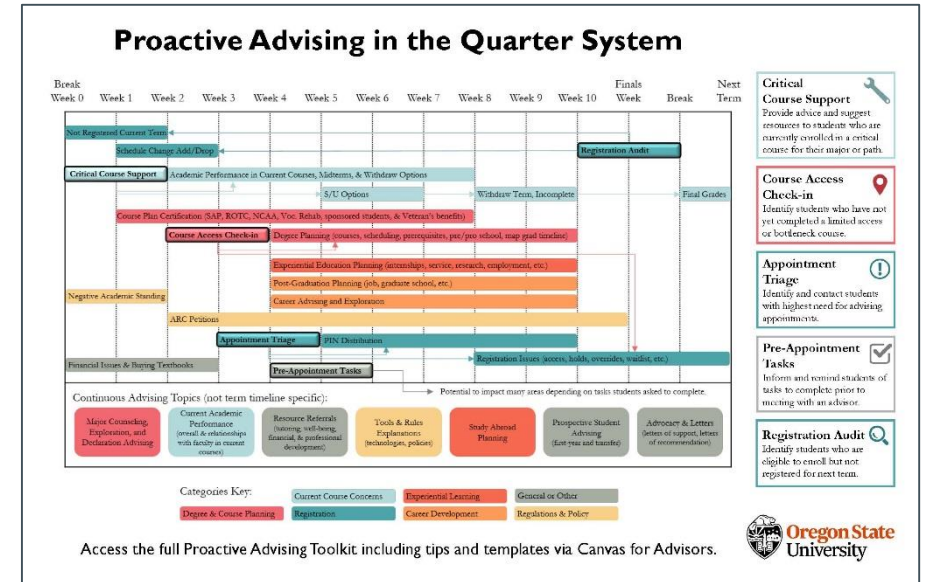
Your specific CODO requirements will follow when you entered Purdue University-West Lafayette. This is formally known as your catalog term. Please select the academic year in which you began classes at Purdue for your CODO requirements. (If you need help, you can find your catalog term on your MyPurduePlan worksheet.)

2017-2018 CODO Requirements

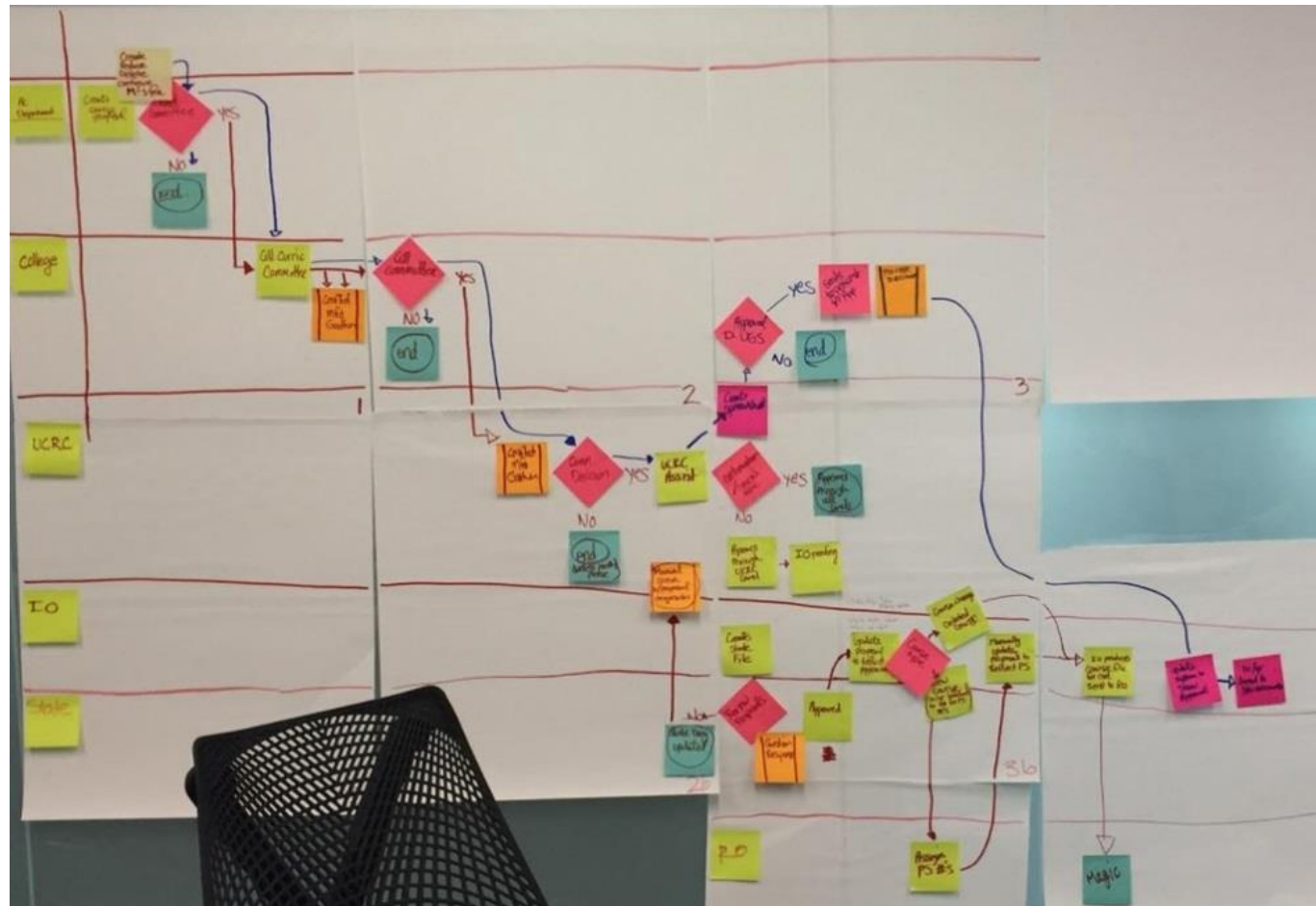
2018-2019 CODO Requirements

2019-2020 CODO Requirements

Proactive Advising Outreach Oregon State University



Curriculum Change Process University of Central Florida



UNIVERSITY OF
CENTRAL FLORIDA

Enrollment Management Workshop

Iowa State University



1. Changing Majors
2. Accounts Receivable Holds
3. Reinstatement
4. Satisfactory Academic Progress (SAP)
5. Schedule Changes & Late Registration
6. In-State Residency Classification
7. Distance Education Course Set-Up

**IOWA STATE
UNIVERSITY**

Other Processes for Redesign

Student Account Holds

Transfer Credit Articulation

Academic Probation & Reinstatement

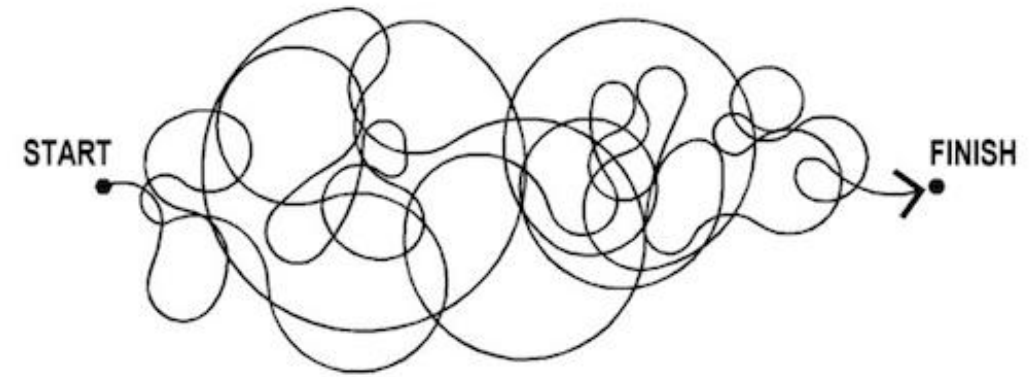
New Student Orientation Tasks

International Student Vacation Term Requests

Financial Communication to Students

FAFSA Tracking

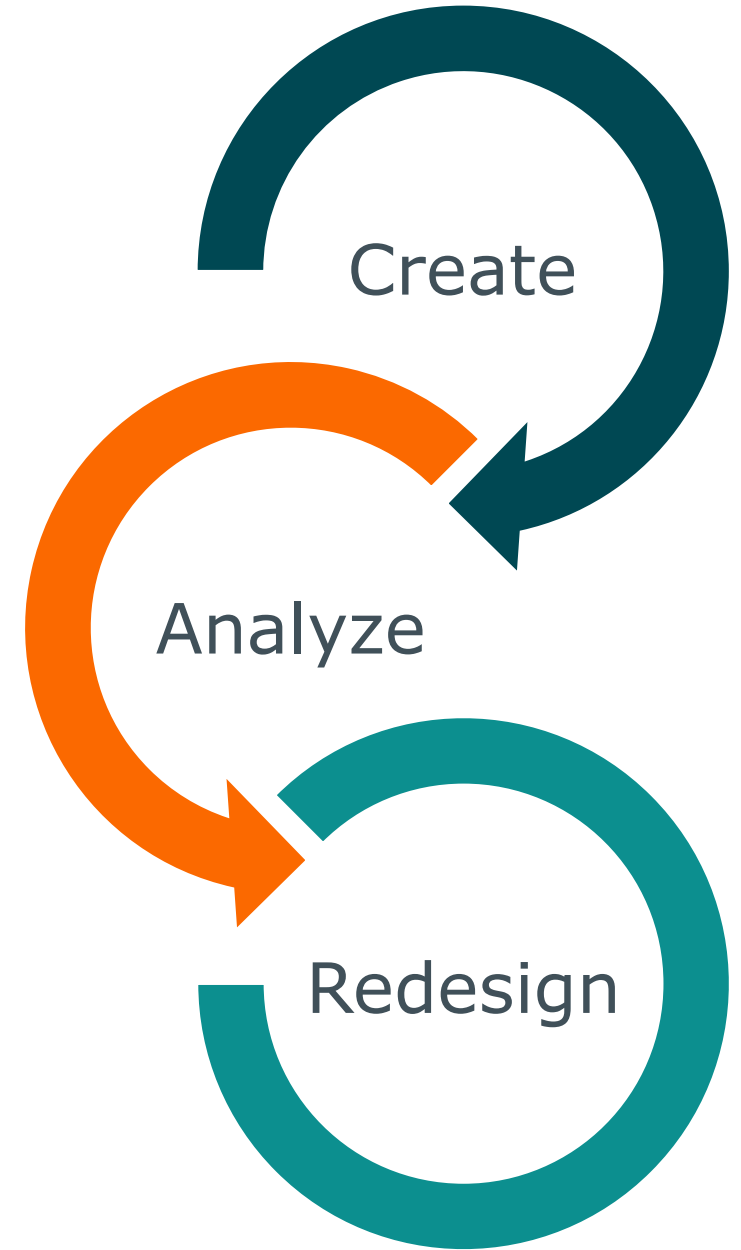
Approval to Access Student Data



PROCESS QUALITIES

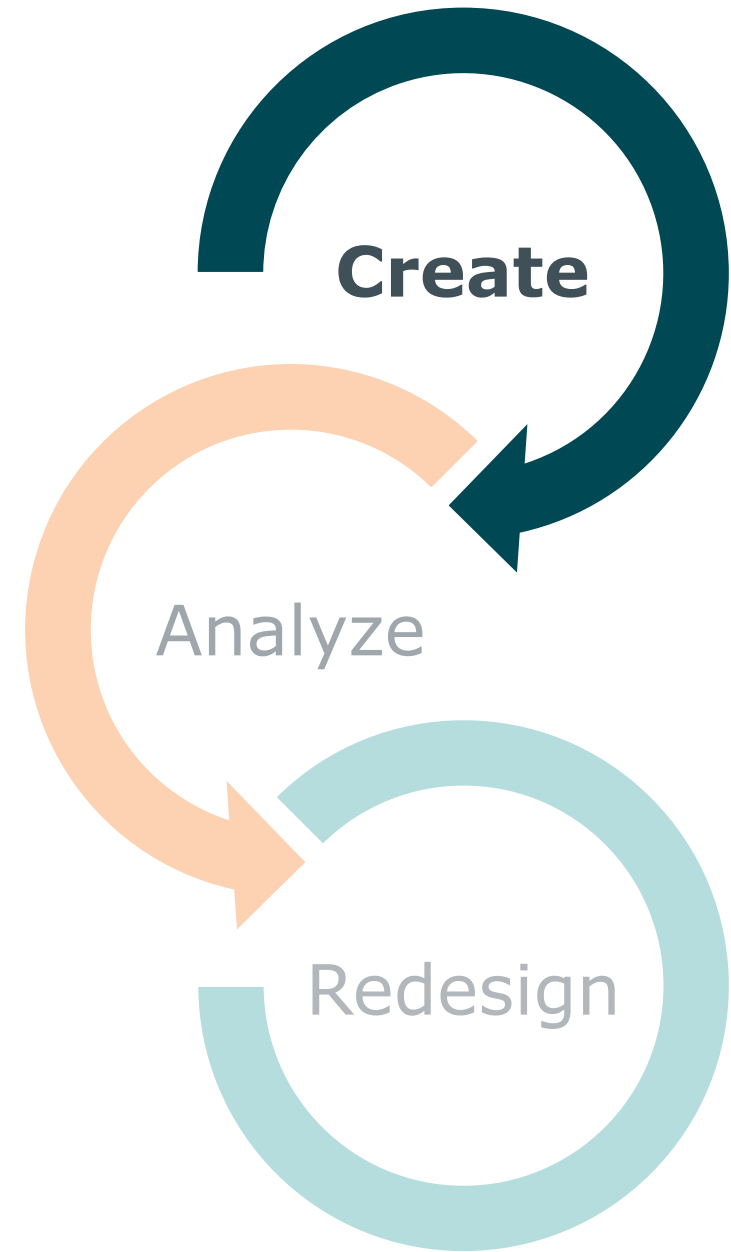
- Steps / Order / Purpose
- Start & stop points
- Clear process users
- Often multiple people or units involved

Process Mapping:



CREATE an “as is” process map to understand the current process.

- Set the scope: What are the start/stop points?
- Which units or people are involved?
- What level of detail is needed?
- What is the first step in the process? The second? Etc. (Map it.)



Scope (Start/Stop Points)



"As Is" Process



TIME FRAME:
Nov - June (next yr)

MODES:

Letters/mail	Presentations	Handouts
Email - personal vs ONID		Social media
Phone calls - outreach & support		MyOSU /online Services
Website		In-person - walk-in
		(Via parent)

GROUPS:

Fin. Aid.

Student Accts. + Cashier

NSFPO New Student Programs

Cascades & Ecampus

Admissions

Advisors (questions) esp at START

Scholarships (OSU-funded)

Business Admins

Student Finance

Offices Involved in Comm. to Students

Think - much info shared

Groups - other comm with an

level of comm with an

in related info

Fin Aid

- provide funds to pay bill (process aid) (manage exceptions of awards)
- funds (besides WS) → student acct
- check eligibility (customers fine, terminate the fund when in some cases)
- FAFSA questions, issue resolution
- SAP enforcement & appeals
- answer work study questions, refer to resources

Student Finance

- external scholarship processing
- process payments
- tuition assessment (billing)
- manage sponsored student 3rd party billing
- financial hold's (over)
- collections of past due
- provide statements

manage Perkins loan program & individual loans

tuition appeals &

issue resolution

process aid refunds

verify tuition to external groups

tax reporting to IRS

[Financial record audit/audit]

Fin Aid

Student Finance

Timeline of tasks represented by sticky notes:

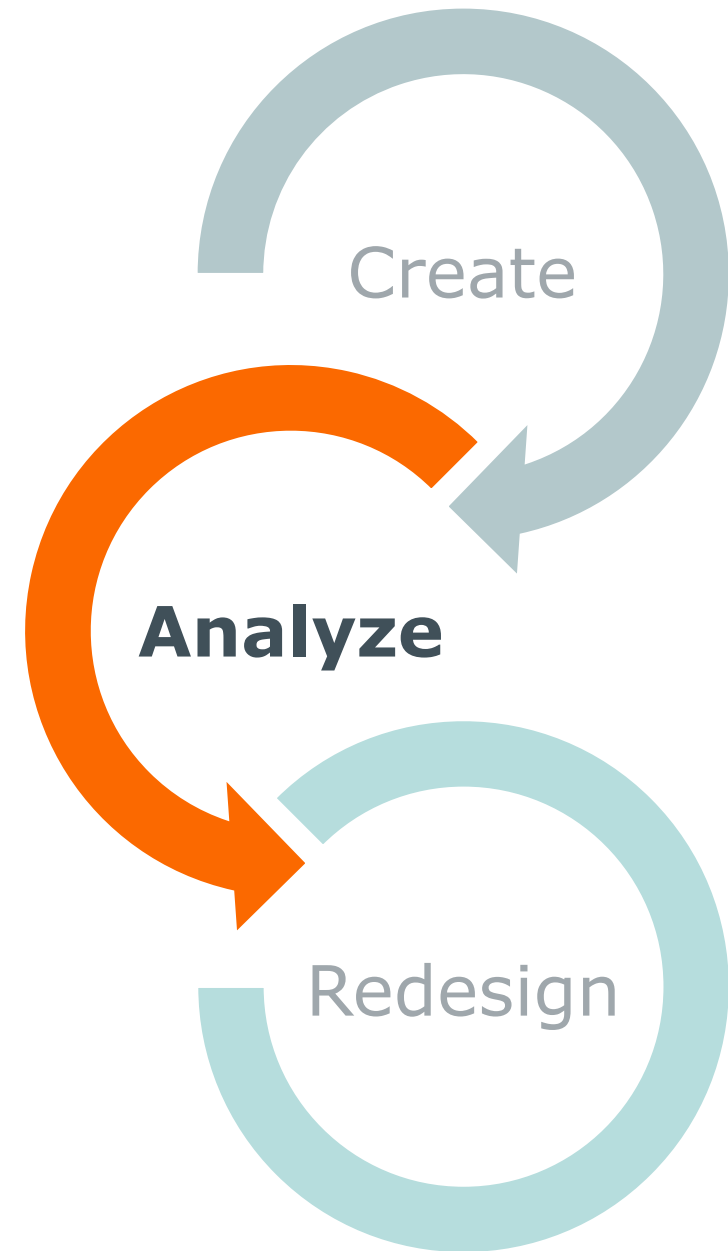
- Yellow sticky notes: Fall '15, Winter '15, Spring '15, Summer '15, Fall '16, Winter '16, Spring '16, Summer '16
- Orange sticky notes: Tasks for Fin Aid
- Pink sticky notes: Tasks for Student Finance



Units & People Involved

ANALYZE the current process to identify and pinpoint issues.

- Where in the process do issues often arise?
- Where do delays occur?
- Which steps do not add value?
- Who does most of the work?
- Which steps take the most time or labor?



ANALYZE the current process to identify and pinpoint issues.

Empathy Focus: How might each person/unit feel in the current process?

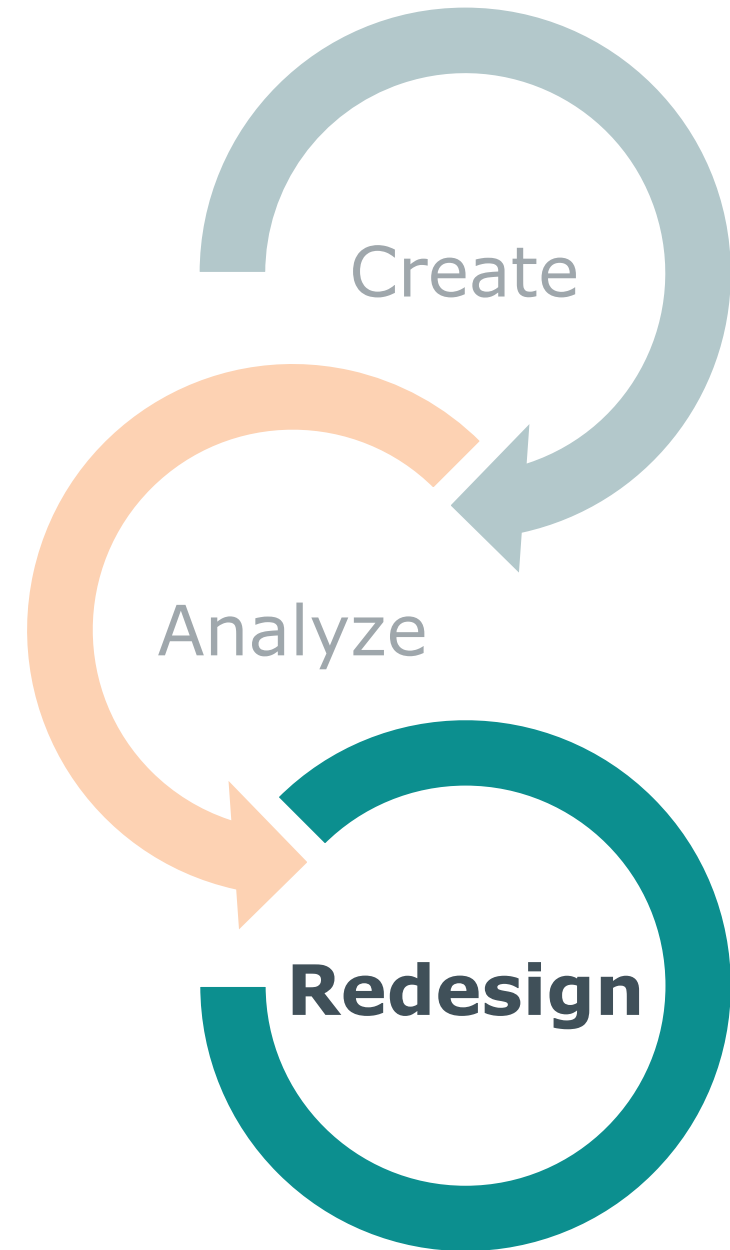
Equity Focus: How might a student experience the process differently as a . . .

- First-generation college student?
- Student with a physical disability?
- Student of color at a PWI?
- Single parent who works full-time and attends school part-time?
- Student with other identities or life circumstances?



REDESIGN the current process to address the identified issues, creating an improved process.

- What big ideas do you have to redesign the process?
- What small improvements would optimize the process?
- Which ideas are most likely to address the issues noted? Which are feasible in short- vs. long-term?
- What does the redesigned process look like with the selected improvements? (Map it.)



Change of Major Process at Big State University:

START: Student decides to change major.

STOP: Student information system lists new major.

People Involved:

- Student
- Advisor
- Head Advisor
- Registrar's Office Assistant



Change of Major Process at Big State University:

“As Is” Process



Change of Major Process at Big State University:

Analysis of Process



Change of Major Process at Big State University:

Redesigned Process



How to Get Started:

1

Identify Problem Processes.

2

Align Goals with Broader Vision.

3

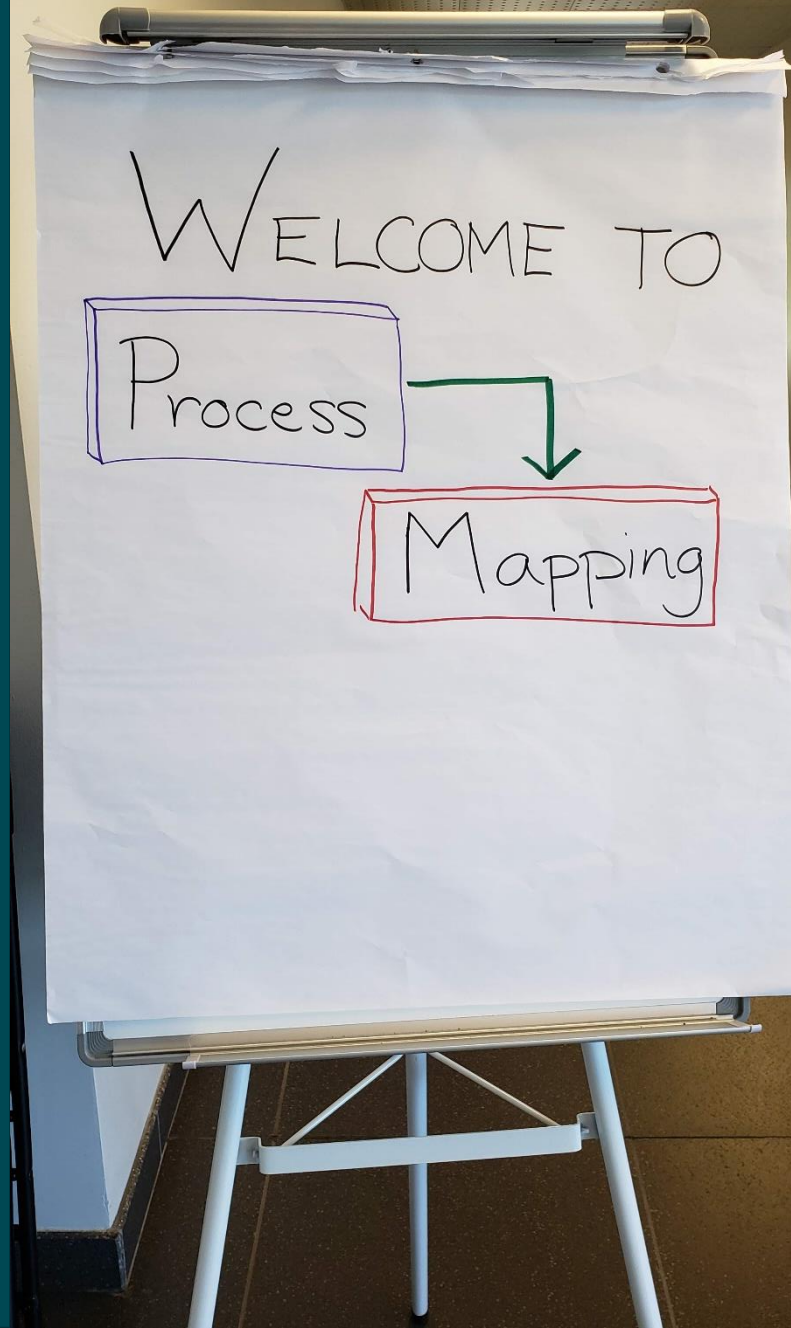
Build Support with Stakeholders.

✓ Small or local wins add up to improve the student experience.

✓ Topics where there is energy for improvement are more likely to progress.

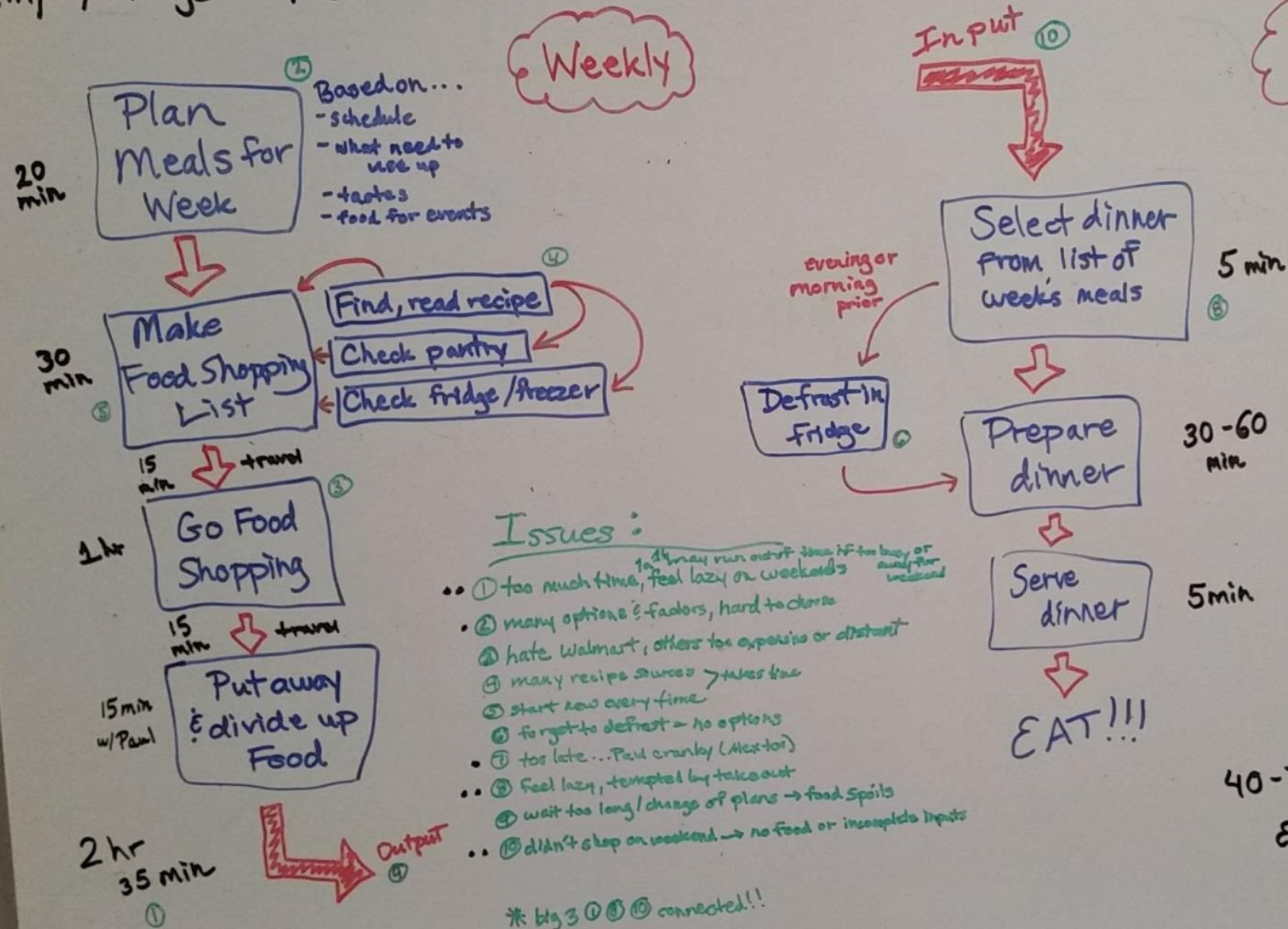
✓ It takes time to build buy-in for change & see results.

Start small & simple, then scale up.



Dinner Process Mapping

Empty Fridge → Food on table



Try it for yourself!

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