**Continuous Improvement Plan**

**Date:** October 24, 2022 **Name of Program/Unit:**  Admissions/Records

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**Table 1: CIP Outcomes, Measures & Targets Table (focus on at least one for the next two years)**

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| **A. Expected Outcome(s)**Results expected in this unit(e.g. Authorization requests will be completed more quickly; Increase client satisfaction with our services) |  **B. Measure(s)**Instrument(s)/process(es) used to measure results(e.g. survey results, exam questions, etc.)Include Course Information and Semester in which assessment will occur | **C. Target(s)**Level of success expected(e.g. 80% approval rating, 10-day faster request turn-around time, etc.) |
| Increase efficiency, effectiveness and customer satisfaction by implementing a district year-round phone bank (collaboration with Advising and Financial Aid). | Baseline data include call volume and costs. New tracking will be compared to baseline. Customer service surveys. | Reductions in cost for temporary workers.Reduction in full time staff being pulled away from other duties to supervise phone bank.Customer satisfaction with ARO increase by 10%. |
| Increase efficiency, effectiveness and customer satisfaction by developing and utilizing an in-house application process. | Track out-of-state coded residency notification emails and compare. | Reduce the number of residency emails by 25%. |
| Increase efficiency, effectiveness and customer satisfaction by implementing College Source Degree Audit System | Track system reports and customer service surveys. | Increase customer satisfaction related to degree audit and schedule building by 25%. |

**Description of Fields in the Following CIP Tables:**

**A. Outcome(s)** -Results expected in this program (e.g. Students will learn how to compare/contrast conflict and structural functional theories; increase student retention in Nursing Program).

**B. Measure(s)** -Instrument(s)/process(es) used to measure results

(e.g. results of surveys, test item questions 6 & 7 from final exam, end of term retention rates, etc.)

**C. Target(s)** -Degree of success expected (e.g. 80% approval rating, 25 graduates per year, increase retention by 2% etc.).

**D. Action Plan** -Based on analysis, identify actions to be taken to accomplish outcome. What will you do?

**E. Results Summary** - Summarize the information and data collected in year 1.

**F. Findings** - Explain how the information and data has impacted the expected outcome and program success.

**G. Implementation of Findings** – Describe how you have used or will use your findings and analysis of the data to make improvements.

**Table 2. CIP Outcomes 1 & 2 (FOCUS ON AT LEAST 1)**

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| 1. **Outcome #1**

Increase efficiency, effectiveness and customer satisfaction by implementing a district year-round phone bank (collaboration with Advising and Financial Aid) |
| 1. **Measure (Outcome #1)**
2. Baseline data include call volume and costs. New tracking will be compared to baseline.
3. Customer service surveys.
 | 1. **Target (Outcome #1)**
2. Reductions in cost for temporary workers.
3. Reduction in full-time staff being pulled away from other duties to supervise phone bank.
4. Customer satisfaction with ARO increase by 10%
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| 1. **Action Plan (Outcome #1)**

 In collaboration with the Financial Aid/Veterans Affairs office and the Admissions area, a district-wide call center was created in March of 2019. Prior to this, the call center was focused on financial aid related questions, but the change in March 2019 meant the call center was also equipped to answer admissions and general registration questions. Initially callers could choose between the admissions or financial aid queues. In 2022 a queue for registration was also created to better differentiate between calls focused on admissions verses registration.  |
| 1. **Results Summary (Outcome #1)**

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| **Staffing Model for Call Center by Year****Admissions & Registration Team** |
| Year | Part-time employees | Full-time employees | FTE |
| Temporary | Permanent | Temporary | Permanent |
| March -July 2019 | - | 3 | 2 | - | 3.5 |
| Aug 2019 - July 2020 | 2 | 3 | 2 | 1 | 5.5 |
| Aug 2020 – July 2021 | - | 3 | 2 | 3 | 6.5 |
| Aug 2021 - July 2022 | - | 4 | - | 5 | 7 |

3) Temporary workers are no longer utilizedWhen the call center was expanded in March 2019, 3.5 FTE were added to the team to handle the anticipated call volume for the admissions and registration queue. It has since and has grown to 7 FTE who are all in permanent positions. The cost for temporary positions has been completely eliminated. The temporary phone bank has been completely eliminated by absorbing admissions and registration calls into the call center. 1) Baseline data for call volume and costsBelow is a summary of the inbound calls volume to the admissions and registration queue Call Center from September - August each year and a breakdown of the average number of calls handled based on the FTE count of the staffing model. This data can be used as our baseline data set in terms of volume. Each year, total calls received have increased, but so did the total calls handled. The proportion of calls handled also improved each year overall and the average calls answered by FTE jumped significantly in 2020-21 when additional permanent positions were added and stayed higher the following year as well. 4) reduction in fulltime staff being pulled away from other duties to supervise phone bankBy advertising the direct line to the call center rather than campus numbers, call volume to each campus service desk has been greatly reduced, even though overall call volume has continued to increase.

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| **Inbound Calls to the Call Center for the Admissions and Registration** |
|  | Admissions Queue | Financial Aid Queue |
| Year | # Received | # Handled | % Handled | # Received | # Handled | % Handled |
| 2019-20 | 42,314 | 33,010 | 78.0% | 24,398 | 21,601 | 88.5% |
| 2020-21 | 60,033 | 51,662 | 86.1% | 30,176 | 28,692 | 95.1% |
| 2021-22 | 68,896 | 56,358 | 81.8% | 27,306 | 26,200 | 95.9% |

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| **Average Inbound Calls Handled by FTE** **for the Admissions and Registration** |
| Year | Total Calls Handled | FTE | Ave Calls Handled by FTE |
| 2019-20 | 54,611 | 5.5 | 9,929 |
| 2020-21 | 80,354 | 6.5 | 12,362 |
| 2021-22 | 82,738 | 7 | 11,820 |

5) The goal of increasing customer satisfaction by 10%

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| **Percentage of Respondents Indicating Overall Satisfaction** **with Admissions & Records Overtime**  |
|  | Strong Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 2017 | 3.4 | 4.0 | 12.9 | 28.2 | 49.9 |
| 2019 | 2.4 | 2.2 | 10.8 | 30.4 | 54.2 |
| 2021 | 2.8 | 2.2 | 11.1 | 25.2 | 58.8 |

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| **Percentage of Respondents Indicating Overall Satisfaction** **with Financial Aid Overtime**  |
|  | Strong Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 2017 | 3.3 | 3.8 | 8.5 | 24.1 | 57.2 |
| 2019 | 3.4 | 2.5 | 9.3 | 21.9 | 62.9 |
| 2021 | 4.4 | 5.5 | 7.7 | 22.5 | 59.9 |

The 2017 Collin College Service Unity Survey Reports data can serve as the baseline satisfaction data, since it was the last report completed before the Call Center was implemented. At that time, 78.1% of students surveyed indicated they agreed or strongly agreed that that their overall service experience with Admissions & Records was satisfactory. In 2019, that grew to 84.6%, followed by 84% in 2021. In comparison, the percentage of students surveyed who indicated they agreed or strongly agreed that that their overall service experience with Financial Aid was satisfactory was 81.3% in 2017, peaking at 84.8% in 2019, and 82.4% in 2021.  |
| 1. **Findings (Outcome #1)**

The implementation of the call center has eliminated the use of temporary workers. While more is being spent to cover salary and wages of permanent employees than was used to cover 4 months of staffing peak season calls, the service level has dramatically increased by providing a direct point of contact for admissions and registration calls year-round. While the overall admissions and records service experience of the end-user seems to have improved between 2017 and 2021, this positive change may be related to call center implementation since financial aid did not see a similar change and already had the call center in place in 2017.  |
| 1. **Implementation of Findings**

Given the enrollment increase and addition of four new campuses, having a centralized call center provides the most effective operations for the institution. The new campuses do not have the capacity for team members to serve students in person, answer phones, and assist with on campus activities.  |

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| 1. **Outcome #2**

Increase efficiency, effectiveness and customer satisfaction by developing and utilizing an in-house application process. |
| 1. **Measure (Outcome #2)**

Track out-of-state coded residency notification emails and compare | 1. **Target (Outcome #2)**

Reduce the number of residency emails by 25% |
| 1. **Action Plan (Outcome #2)**

The Texas Higher Education Coordinating Board requires all institutions to use the statewide Apply Texas application. When Apply Texas was originally designed, it primarily focused on questions for universities. Due to unique residency requirements for community colleges, Collin College developed an independent application that would capture all the necessary questions to aid in determining a student’s residency status. That status was then used to calculate their tuition.  |
| 1. **Results Summary (Outcome #2)**

In the spring of 2022, that application was discontinued due to security issues. Apply Texas became the institutional admissions application and residency logic and mapping was reviewed and updated at that time. The registrar team is currently working on review of existing residency process to eliminate redundancies with requirements and document review.  |
| 1. **Findings (Outcome #1)**

Not Applicable |
| 1. **Implementation of Findings**

Not Applicable |

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| 1. **Outcome #3**

Increase efficiency, effectiveness and customer satisfaction by implementing College Source Degree Audit System |
| 1. **Measure (Outcome #3)**

Track system reports and customer service surveys | 1. **Target (Outcome #3)**

Increase customer satisfaction related to degree audit and schedule building by 25% |
| 1. **Action Plan (Outcome #3**

College Source Degree Audit System was implemented and students access through CougarWeb. |
| 1. **Results Summary (Outcome #3)**

Weekly reports are generated that demonstrate student usage of the degree audit system. Those reports do not provide cumulative data nor satisfaction of the degree audit tool. Unfortunately, those reports are also purged weekly creating a challenge in providing quantitative data.  |
| 1. **Findings (Outcome #3)**

The student satisfaction survey collects data related to the overall satisfaction with the registration process, but does not drill down to degree audit and schedule building. This makes it an ineffective measure for the outcome.  |
| 1. **Implementation of Findings**

There is no easy way to easily pull data on students taking courses inside vs outside their degree plan within Banner, but this should be resolved with the implementation of Workday. When workday is launched baseline data should be established related to utilization of degree audits and student changes to their schedule. |