



Efficiency Improvement

Annual / Quarterly Schedule Project
Enrollment (Student Services) Project

Presented by

The New Excellence



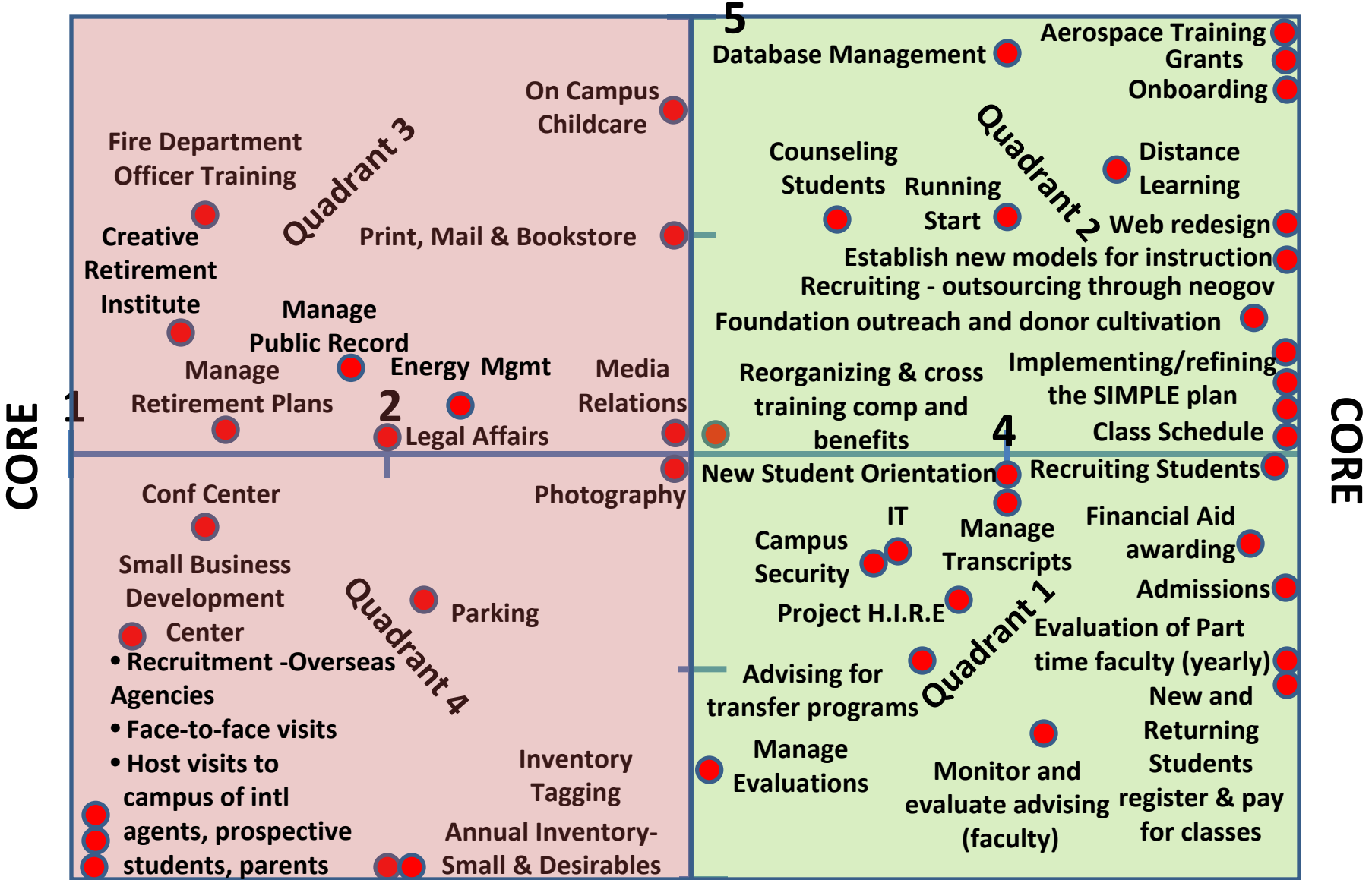
How did
The New Excellence
Improve
Edmonds Community College
Efficiencies
by
28 Full-Time Staff?



Enrollment Services Project					
Department	Hours Saved	Cost Avoided	Cost of Solution	Other \$	Notes
Enrollment	16333	\$451,314	\$93,920	\$600,000	Revenue
Financial Aid	11376	\$378,368	\$90,000		
Advising	4467	\$139,784	\$80,000		
Testing	2953	\$82,684	\$8,000		
Cashier	9838	\$461,464	\$4,128	\$300,000	Expense Reduction
Total	44867	\$1,519,614	\$280,048	\$900,000	
% efficiency	48%				
Annual / Quarterly Schedule Project					
Department	Hours Saved	Cost Avoided	Cost of Solution	Other \$	Notes
Instruction	13196	\$395,880	\$0	\$0	
Total	13196	\$395,880	0	0	
% efficiency	46%				
Grand Total					
	Hours Saved	Cost Avoided	Cost of Solution	Other \$	Notes
GRAND TOTAL	58063	\$1,915,494	\$280,048	\$900,000	

Efficiency Projects Saves the Labor of 28 Full-Time Staff

LEAN BASELINE GRAPH



First- Identify the most Important Processes



Next, Define the Problem

Student Services Problem Statement: When navigating the entry processes to the college, there are a number of Student Services areas where it is difficult for students to obtain timely service. Some of these bottlenecks are the result of insufficient staff and resources to meet demand. These issues are especially evident in Advising, Counseling, Testing and Financial Aid. Can Lean Six Sigma identify new processes to meet demand in these areas?

Who – Staff in Advising, Counseling, Testing and Financial Aid (Include the following: Stephanie Baron, Peter Schmidt, Carol Fish & Rae Ellen Reas.)

What – Ways to improve efficiency and delivery of services to students.

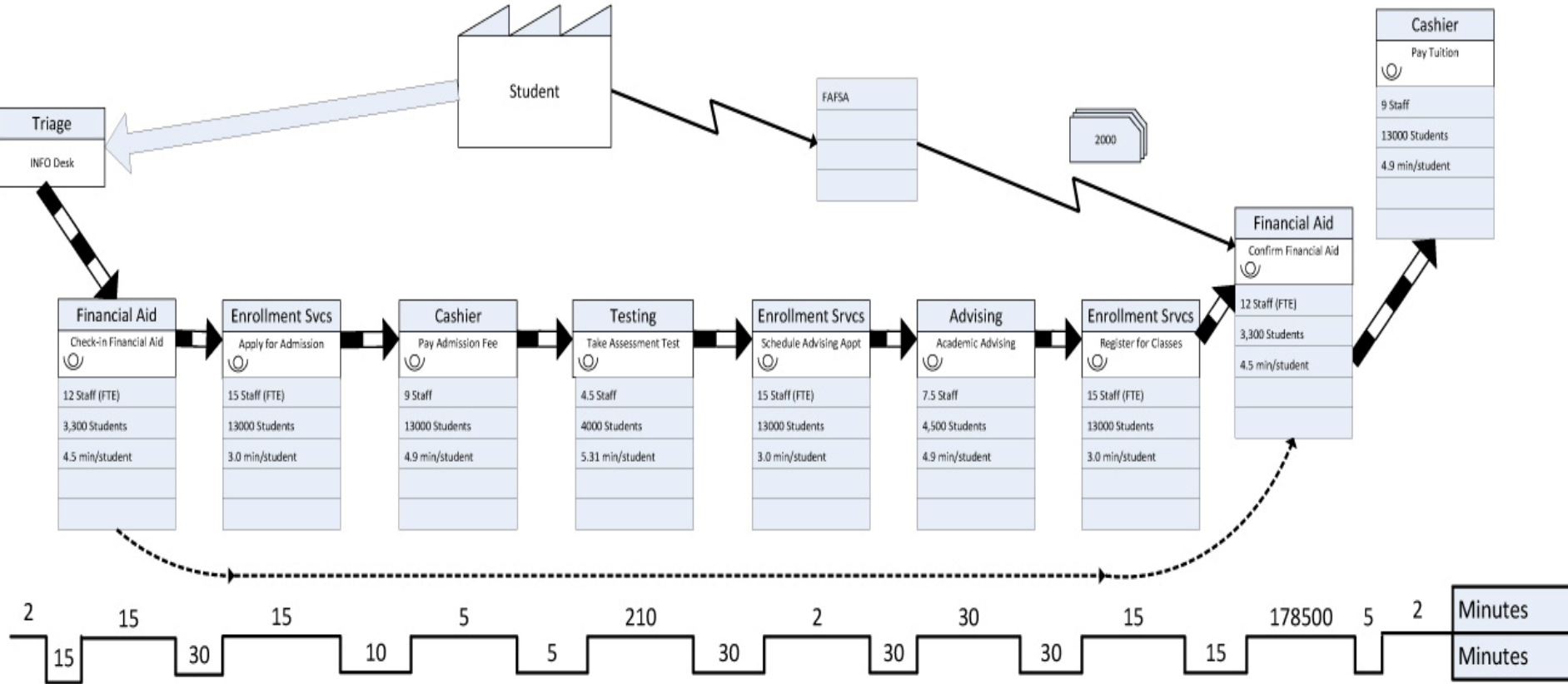
Where – Lynnwood Hall: Advising, Financial Aid MLT Hall: Counseling, Testing

When – For Advising & Testing: 4 weeks prior to beginning of quarter. For Counseling & Financial Aid: Throughout the year.

Why – Students are frustrated when they have to wait in long lines or return to campus at a later time to receive services. In some cases, they fail to return altogether. College staff are fatigued, overwhelmed and suffer from low morale when they cannot complete all the tasks associated with their jobs and are subject to required overtime.

Who, What, Where, Why, When

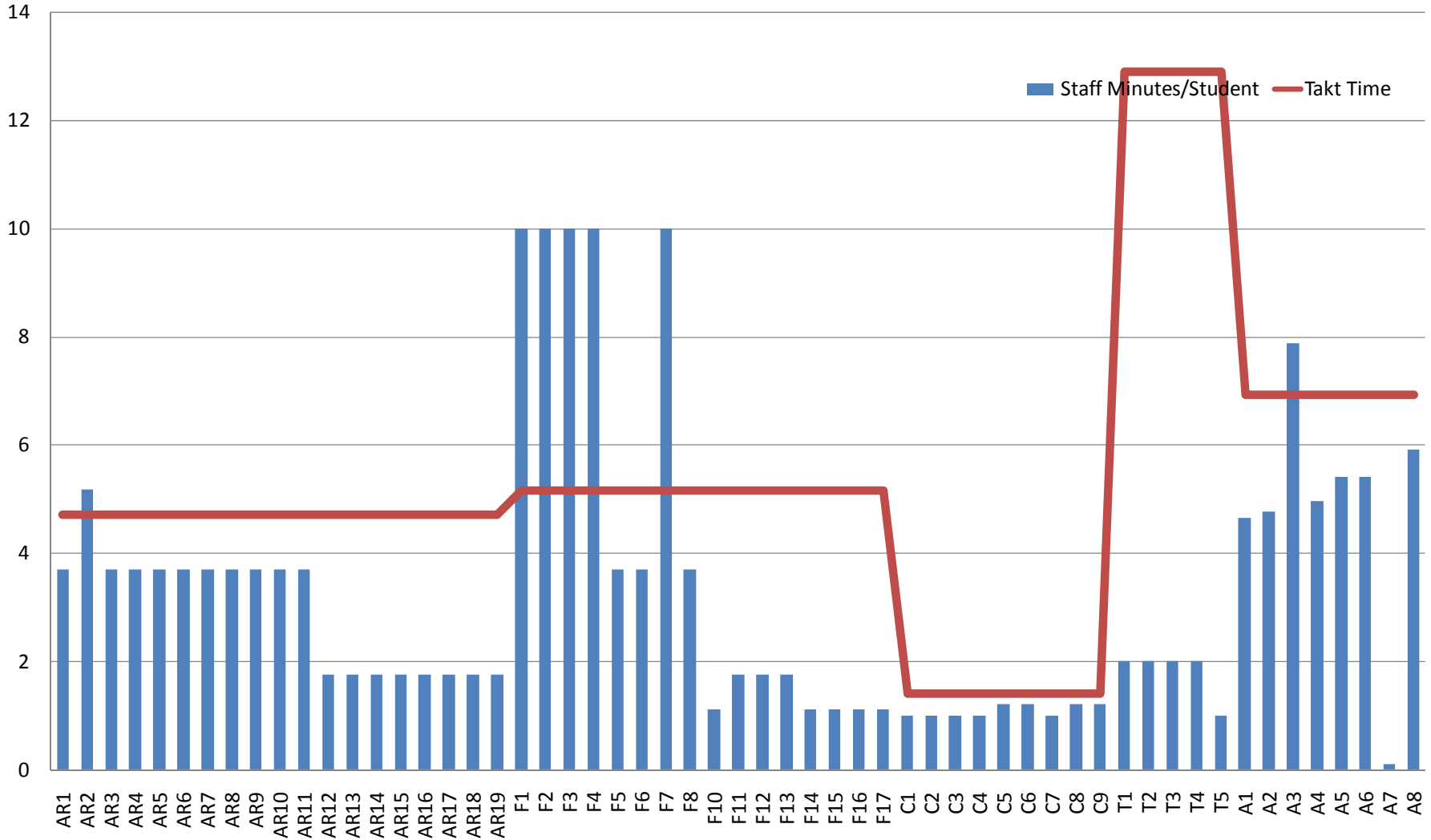
ENROLLMENT SERVICES
VALUE STREAM MAP - CURRENT STATE



Measure the Current Process

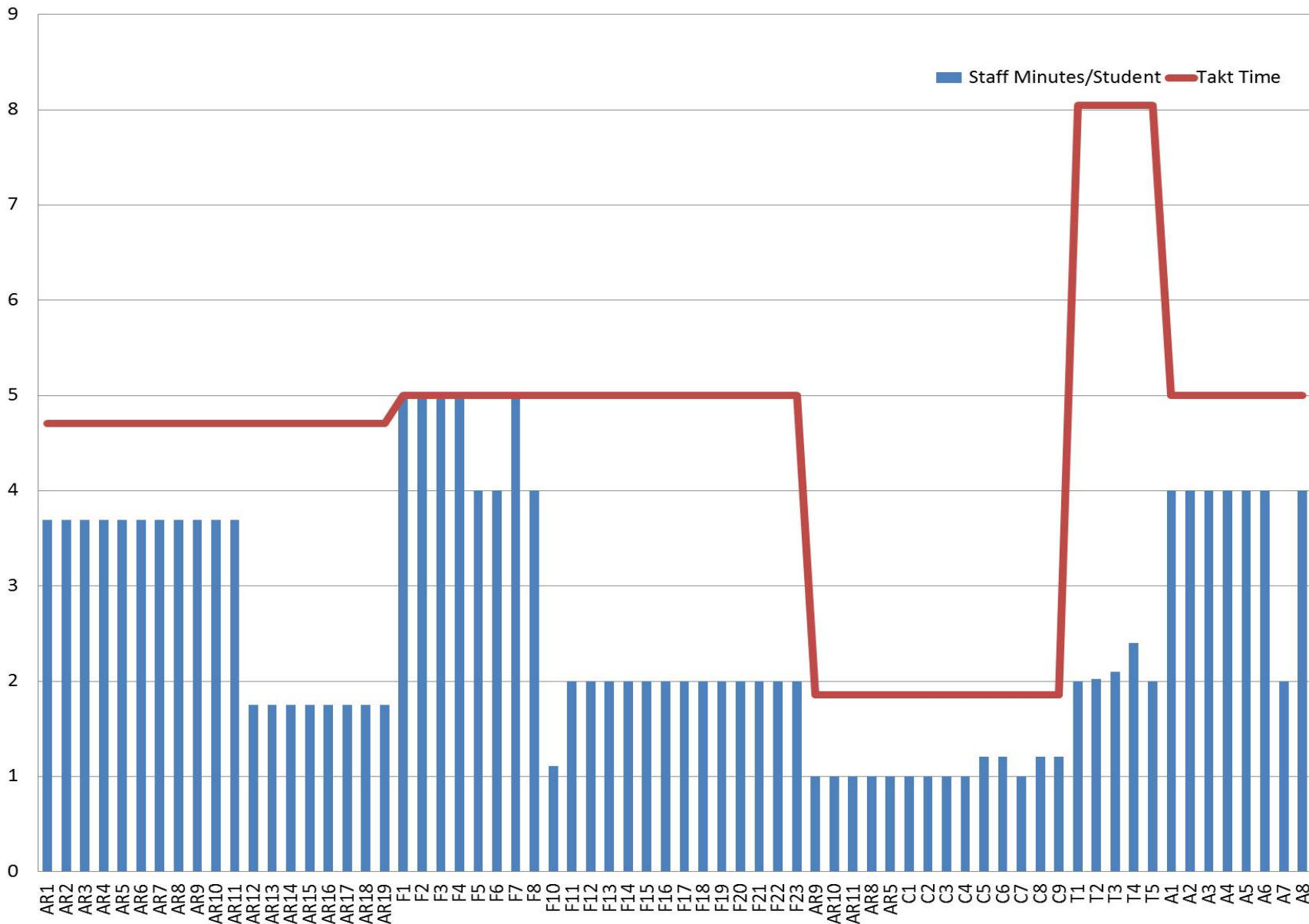
Current Load Chart

Overall Load Chart for Enrollment Services



Analyze the Data

Future Load Chart Enrollment Services



Improve the Process



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**Lastly, Sustain the Gain –
Efficiency Projects Saves the Labor of 28 Full-Time Staff**



Like other Washington State community college presidents, I was disheartened with the grim budget we were facing. Compounding the issue was the double digit growth in student enrollment. As I looked at possible ways to address the impending crisis, I knew that we needed to do something different... something that helped us look at the problem from a different perspective so we could have different potential solutions.

We decided Lean Six Sigma principles and practices could be of benefit to us and contracted with "The New Excellence". "The New Excellence" personnel are bona fide efficiency experts. Better still they have community college experience. They hit the ground running, producing dozens of solid solutions which were all presented as staff hours saved and costs avoided (dollarized). They saved 28 FTE staff positions (\$1,500,000 cost avoided) and found over \$600,000 in new revenue and over \$300,000 in expense reductions for Edmonds Community College.

The New Excellence team worked closely and effectively with our leadership groups and individuals across the College. They completed dozens of 1-1 interviews, facilitated group meetings and provided pertinent information back to us for our feedback and input. The entire process went quite smoothly. The New Excellence team delivered superior service in a timely manner.

I highly recommend The New Excellence to you and your college. Their expertise and experience in identifying possible solutions and practices will assist you in decision-making during these challenging times.

A handwritten signature in black ink, reading "Jack Oharah".

Testimonial –Jack Oharah, President Edmonds Community College