

Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Yakima Valley Community College

Partner agencies: None

Improvement project title: Updated the YVCC Website to Include Transfer Course Equivalencies

Date improvement project was initiated: Fall 2015

Project type: New Project

Project is directly connected to:

- ☐ Results Washington performance measure
- ☐ Agency Strategic Plan
- ☒ Other

If applicable, specify the alignment:

n/a
n/a
Student Achievement

Report reviewed and approved by: DR. Linda Kaminski, President

II. Project Summary:

The Yakima Valley Community College, Office of Enrollment Services improved Transfer Course Equivalency Information via the Web, resulting in faster student access to information and the saving of staff time.

III. Project Details:

Identify the problem:	Students would call or email the admissions staff to access course equivalencies information requiring hand-on staff and student time thus slowing down timely access to information.
Problem statement:	Students did not have access to course transfer articulations, so they could not determine how their courses would transfer to YVCC before they applied.
Improvement description:	The website was updated and includes course transfer articulations for over 40 Washington State colleges and universities. Staff can now refer students to the website for that information. This saves the staff time and reduced the number of phone calls received by Admissions.
Customer involvement:	It allows the student to access the information quicker. The student can go to the website themselves at any time of the day for that information.

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IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Quality	Increased access to information. Process is too new to have quantitative data.		Preliminary
☒ Time	Decreased time required to access information. Process is too new to have quantitative data.		Preliminary
☒ Customer Satisfaction	Increased staff and student satisfaction and decreased staff and student frustration. Process is too new to have quantitative data.		Preliminary

V. Contact information:

Name: Quinn Hale

e-mail: qhale@yvcc.edu

Phone number: 509-574-4702

Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Yakima Valley Community College

Partner agencies: None

Improvement project title: Paper Admission Letter and Checklist

Date improvement project was initiated: Fall 2015

Project type: New Project

Project is directly connected to:

☐ Results Washington performance measure

☐ Agency Strategic Plan

☒ Other

If applicable, specify the alignment:

n/a

n/a

Student Access

Report reviewed and approved by: DR. Linda Kaminski, President

II. Project Summary:

The Yakima Valley Community College, Office of Enrollment Services created a paper admissions process and admissions checklist.

III. Project Details:

Identify the problem:

Students were applying to YVCC and then not attending.

Problem statement:

Students would apply to attend YVCC but do not complete the next steps to enrollment.

Improvement description:

This new process improves our communication to students and will enable us to decrease the number of students that apply but do not complete the next steps to enrollment.

Customer involvement:

After the change, we now send every student that has applied and paid the admissions fee a paper Letter of Admission. Along with the letter is a rack card that contains a checklist of all the student's next steps up to enrollment at YVCC. This has reduced to almost zero the number of students that said they never received information from YVCC.

Strategic Lean Project Report



IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Quality	Increased access to information and communication to encourage students access to higher education. Process is too new to have quantitative data.		Preliminary
☒ Customer Satisfaction	Increased staff satisfaction and student access to higher education. Decreased student requesting admissions but enrolling. Process is too new to have quantitative data.		Preliminary

V. Contact information:

Name: Quinn Hale

e-mail: qhale@yvcc.edu

Phone number: 509-574-4702

Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Yakima Valley Community College

Partner agencies: None

Improvement project title: Customized Student HTML Emails

Date improvement project was initiated: Fall 2015

Project type: New Project

Project is directly connected to:

☐ Results Washington performance measure

☐ Agency Strategic Plan

☒ Other

If applicable, specify the alignment:

n/a

n/a

Student Achievement

Report reviewed and approved by: DR. Linda Kaminski, President

II. Project Summary:

The Yakima Valley Community College, Office of Enrollment Services Customized Student HTML emails.

III. Project Details:

Identify the problem: YVCC was unable to create and send customized HTML emails to students.

Problem statement: Students were not attending the required New Student Orientation for admission to YVCC or were having to contact staff for needed information.

Improvement description: New email allowed YVCC to send correspondence to students about New Student Orientation and to notify students of their advance registration appointment times. This has reduced email and call volumes from students to YVCC.

Customer involvement: For Advanced Registration, students received a customized HTML email with all of the required information including their advisor name, registration date, and registration time. In the past, we sent a postcard, but the postcard only told the students to log into the Student Portal to get the information. For New Student Orientation, the students receive a customized HTML email with their student ID, appointment date, and appointment time. We also include their Pathway, and if the student has not yet selected their pathway, they are given instructions on how to do that. The HTML email looks more official and thereby we get more students opening and reading them.

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IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Quality	Increased access to information and communication. Process is too new to have quantitative data.		Preliminary
☒ Time	Decreased time required to receive information. Process is too new to have quantitative data.		Preliminary
☒ Customer Satisfaction	Increased staff and student satisfaction and decreased staff and student frustration. Decreased student no-show rate to new student orientation. Process is too new to have quantitative data.		Preliminary

V. Contact information:

Name: Quinn Hale

e-mail: qhale@yvcc.edu

Phone number: 509-574-4702

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For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: State Board for Community and Technical Colleges

Partner agencies: List other agencies involved in the project

Improvement project title: Lean Data Steward Training

Date improvement project was initiated: 12/27/2015

Project type: New Project

Project is directly connected to:

- ☐ Results Washington performance measure
- ☐ Agency Strategic Plan
- ☒ Other

Report reviewed and approved by: Marty Brown

II. Project Summary:

The SBCTC improved lean training, resulting in improved agency resources for lean.

III. Project Details:

Identify the problem: The lean data steward had not had any lean training since completing her MBA in 1995.

Problem statement: Currently, no one involved in Results WA from the agency had recently completed lean training, compared to our target of having the data steward trained in lean, which we want to reach by 12/31/2015.

Improvement description: The lean data steward took it upon herself to complete the Lean Six Sigma Yellow Belt Training and get the certificate. She plans to complete the Green Belt this year.

Customer involvement: N/A

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IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Employee Engagement	Increased from no previous Results WA lean reporting to completing the 2015 report.	Report completed	Final

V. Contact information:

Name: Tina Bloomer

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Phone number: (360) 970-4566

Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

VI. General Information:

Lead agency name: South Puget Sound Community College

Partner agencies: none

Improvement project title: SPSCC – Website Re-Design and Portal

Date improvement project was initiated: 2013

Project type: New Project

Project is directly connected to:

☐ Results Washington performance measure

☒ Agency Strategic Plan

☐ Other

If applicable, specify the alignment:

Strategic Objectives: 1A, 1B, and 1C

Report reviewed and approved by: Dr. Timothy Stokes, President

VII. Project Summary:

The South Puget Sound Community College improved Student Enrollment Process, resulting in enabling students to handle more enrollment, financial aid and cashier functions online, minimizing the need to physically visit these departments. Students have experienced a reduction of wait time from 16 to 11 minutes performing enrollment transactions at the college. The implementation of a student portal has resulted in a reduction of the average number of visits students need to make to perform enrollment transactions from 2.55 visits (Fall 2014) to 2.06 visits (Fall 2015) per students per quarter. As well, the improvements on the website allowed the college to reduce the number of staff needed to serve its students resulting in cost savings for the college by transitioning from 4.5 full-time employees to 4 full-time employees.

VIII. Project Details:

Identify the problem:	South Puget Sound Community College's website had developed over many years and continued to provide information as if processes were still paper-bound. This resulted in the majority of students being required to come to campus to complete enrollment transactions with wait times exceeding 25 minutes per student.
Problem statement:	Currently, the average number of quarterly visits per student to the One Stop to perform student services transactions at the college is 2.06 visits compared to our target of less than 2 visits per quarter, which we want to reach by Fall 2016.
Improvement description:	In collaboration with multiple student, faculty and staff focus groups, a team of employees and an outside consultant revised multiple business processes and employed technology to automate processes that had been paper-based.
Customer involvement:	Several student focus groups were conducted. Staff and faculty were provided opportunities for input and feedback. An outside consultant was engaged to improve and simplify the language and flow of student on-boarding on the web.

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IX. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☐ Cost	Decreased		Final
☒ Quality	Increased the number of enrollment tasks that can be completed on the college portal through a single sign-on from 0 to all .		Preliminary
☒ Customer Satisfaction	Decreased the average quarterly number of visits per students to the One Stop to complete enrollment transactions from 2.55 visits in Fall 2014 to 2.06 visits in Fall of 2015 .	☐ N/A (or) 0.51 fewer trips to One Stop per quarter by students	Final

X. Contact information:

Name: Lori Casile, CIO
Phone number: 360.596.5353

e-mail: lcasile@spscc.edu

XI. Optional Visuals: Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

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Blue Eon Solutions
Tuesday, December 29, 2015
3:57 PM

South Puget Sound Community College Total Visits by Month From 9/1/2014 to 12/29/2014

Department Name: ESFA One Stop

Month	Total Visits	Total Wait Time	Avg. Wait Time	Total Session Time	Avg. Session Time
September	5518	96 days 4 hrs 50 mins.	25 mins.	27 days 5 hrs 55 mins.	7 mins.
October	2994	24 days 8 hrs 45 mins.	12 mins.	16 days 14 hrs 0 min.	8 mins.
November	3475	31 days 6 hrs 4 mins.	13 mins.	17 days 6 hrs 36 mins.	7 mins.
December	3788	27 days 23 hrs 6 mins.	11 mins.	19 days 20 hrs 17 mins.	8 mins.
Total of Department Visits:	15,775	179 days 18 hrs 45 mins.	16 mins.	80 days 22 hrs 48 mins.	7 mins.
Grand Total of Department Visits:	15,775	179 days 18 hrs 45 mins.	16 mins.	80 days 22 hrs 48 mins.	7 mins.



Blue Eon Solutions
Tuesday, December 29, 2015
3:56 PM

South Puget Sound Community College Total Visits by Month From 9/1/2015 to 12/31/2015

Department Name: ESFA One Stop

Month	Total Visits	Total Wait Time	Avg. Wait Time	Total Session Time	Avg. Session Time
September	4468	45 days 16 hrs 10 mins.	15 mins.	22 days 15 hrs 4 mins.	7 mins.
October	2432	12 days 5 hrs 33 mins.	7 mins.	15 days 1 hr 57 mins.	9 mins.
November	3000	19 days 13 hrs 45 mins.	9 mins.	14 days 1 hr 48 mins.	7 mins.
December	2678	14 days 17 hrs 42 mins.	8 mins.	12 days 17 hrs 52 mins.	7 mins.
Total of Department Visits:	12,578	92 days 5 hrs 10 mins.	11 mins.	64 days 12 hrs 41 mins.	7 mins.
Grand Total of Department Visits:	12,578	92 days 5 hrs 10 mins.	11 mins.	64 days 12 hrs 41 mins.	7 mins.

Strategic Lean Project Report



Olympic College

In order to face economic challenges and academic program cuts, Olympic College has implemented the following LEAN projects over the last few years in an effort to improve processes through the elimination of waste, while also increasing value and improving efficiencies

2014-2015

1. **Minimizing travel costs in HR interview process by using on-line teleconferencing for screening, interviewing, hiring candidates.**
2. **Streamlining key and key card requests** – improves cycle time in fulfilling requests, using less staff time
3. **Standardizing office and work station size to reduce cost and maximizing capacity of existing space**
4. **Using of Outlook calendar for meeting planning**, reducing staff time and improving efficiencies
5. **Using R25 software for classroom & meeting room scheduling**, reducing staff time and improving efficiencies.
6. **Using on-line forms for work order requests, IT help desk requests**, resulting in reduced staff time and improved efficiencies.
7. **Streamlined add/drop process in Registration & Records**, decreasing the amount of invoicing done by Accounting saving approximately 20 hrs. of staff time per quarter
8. **Streamlined tuition payment process**, resulting in an estimated savings of 10 hrs. of staff time per quarter
9. **Streamlined accounts receivable procedures**, resulting in an estimated saving of 10 hrs. of staff time per quarter

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LEAN Project Summary Data – Project 2

Agency Name: Green River College

Name of Lean Improvement Project: New Student Entry Process

Summary:

Green River's current new student entry processes require new students to maneuver through a series of steps and check points, often at different locations on campus and over multiple days. This overly complicated process leads to campus inefficiencies, miscommunication and student frustration.

After mapping out the multiple entry processes, four pain points were identified:

1. The new student orientation process (SOAR): provided information that was not necessary to all attendees, was too long in duration, and was not offered frequently enough as some students would need to wait multiple weeks before the first session was available for them to attend.
2. Communications: to prospective new students was inconsistent, redundant, and not targeted to the type of student (e.g., a student trying to complete a GED or a medical doctor just trying to take a class to learn Japanese would receive the same information as someone with a high school diploma attempting to attend for an AA or BAS. Communications need to use consistent branding and verbiage and be targeted at the specific, timely, needs of the new student.
3. Resource Allocation & Collaboration: was found to be inconsistent and inefficient. There are times when additional resources or staffing are required to assist with the new student entry process while at that same time resources and staff in other areas are experiencing ebb times in their processes and could be temporarily re-assigned to assist with the new student entry process.
4. Training: is virtually non-existent for the staff participating in the new student entry process and few to none understand what other departments are doing during the new student entry process. This leads to redundant and confusing information being given to students from multiple departments and confusion for the new student. Training across all departments involved in the new student process would alleviate this and improve communication and coordination.

Project Initiation Date: November 5, 2014

Current Project Phase: Phase = "Do"

The Communications Kaizen was in the process of gathering and revising all new student entry process communications when some of its members were asked to participate in the "New Student Entry Process 2" Lean engagement described above

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and identified that there was duplication of effort at which time both Lean engagements were put on hold for the Leadership Teams to have the opportunity to define the scopes of each engagement and avoid duplication of effort. Kaizens for “Resource Allocation & Collaboration” and “Training” will meet after the “Communications” Kaizen has completed their process.

Select Results Achieved:

Customer satisfaction:

The current processes (current state mapping) and desired ideal processes (future state mapping) have been identified. The SOAR Kaizen has met, and proposed solutions to provide only information necessary to all new students, while making the other information optionally available after the meeting, thus reducing the length of the meeting and allowing it to be held more frequently

Lean Improvement Contact Name:

LEAN Process Facilitator – Jeremy Hawks

Lean Improvement Project

Contact Email:

jhawks@greenriver.edu

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LEAN efforts at Everett Community College: 2015 Summary

Project 1: Conference Services

Date: February 2015

Team Members: Esther Moss, Cathie Wamsley, Tiffany Williams, Connie Tune, and Lisa Smith

Facilitators: Katie Jensen and Annette Floyd

Scope: Conference services processes with respect to room setup and distribution of parking passes for guests

Outcome: among other smaller process changes in room setup for internal events, creation of an online Guest Parking application

Impact:

☐ maximized value to the customers by providing them a parking permit at the end of the room reservation process.

☐ relieved the work load on staff in the Conference Services area.

☐ saved time: applications take 5-7 minutes per permit if done manually; automated permits eliminate that time. From implementation March 27, 2015 through the end of May 2015, 347 permits were processed, saving 30.6 work hours in just 65 days.

Project 2: Opening Week Poster Session

Date: September 2015

Team Members: Alex Zimmerman, Jennifer Howard; Karen Manley, Sharon Lewis, Annette Floyd, Rosalie Madison, Judy Thomas, Jeffrey Pearce, Katie Jensen, Lisa Fritch, Karen Landry, Kimi Crombie

Purpose: Update campus community on past lean project successes

Outcome: At the opening day breakfast, 16 posters were displayed showing the various projects at EvCC since 2011. Lean Team members were available to explain the outcomes of each project. At the follow up session to explore lean on campus, over 20 employees came to hear more about how lean will help them with department process improvement

Project 3: Logistics Metrics

Date: ongoing

Team Members: Jeff Pearce, Teri Griggs, Leanne Algard, Sharon Schuhow, Ryan Corley

Purpose: After having lean events in past years, the logistics team is using visual metrics to motivate and provide feedback to campus customers about purchasing efficiencies that provide faster, more accurate service to those on campus placing orders

Outcome: Reduced time from order to delivery

Upcoming Project 2016: College in the High School Application Process

Date: February 2016

Team Members: Sharon Lewis; Karen Landry

Purpose: Streamline process for high school students who are interested in earning college credit for their high school coursework

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For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Yakima Valley Community College

Partner agencies: None

Improvement project title: Department Signatories for Travel under \$1,000

Date improvement project was initiated: Fall 2015

Project type: New Project

Project is directly connected to:

☐ Results Washington performance measure

☐ Agency Strategic Plan

☒ Other

If applicable, specify the alignment:

n/a

n/a

Efficiency

Report reviewed and approved by: DR. Linda Kaminski, President

II. Project Summary:

The Yakima Valley Community College, Office of Budget Services changed Department Signatories for Travel under \$1,000.

III. Project Details:

Identify the problem: YVCC Travel Signatory required duplicate approvals and was not efficient.

Problem statement: Inefficiency in processing travel creating wasted time and effort on the part of employees.

Improvement description: New Process removed duplicate approval (already approved on authorization); signature time saving for staff, directors, deans and VPs; cut routing time (now a direct route to travel desk).

Customer involvement: The request for this change was taken to our administrative council for discussion and approval. When approved, this change was emailed to administration, managers and staff involved in the travel signature process.

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IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Time	Decreased processing time for travel documentation. Process is too new to have quantitative data.		Preliminary
☒ Customer Satisfaction	Increased staff satisfaction and decreased staff frustration. Process is too new to have quantitative data.	☐ N/A	Preliminary

V. Contact information:

Name: Judy Morehead

e-mail: jmorehead@yvcc.edu

Phone number: 509-574-4650

Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Cascadia College

Partner agencies: N/A

Improvement project title: Lean re-design of International Program's work- and paper flow

Date improvement project was initiated: 3/10/2015

Project type: New Project

Project is directly connected to:

- ☐ Results Washington performance measure
- ☐ Agency Strategic Plan
- ☒ Other

If applicable, specify the alignment:

Click here to type in the goal number (s) and performance measure(s).

Click here to type in the goal(s) or performance measure(s).

Click here to enter details.

Report reviewed and approved by:

II. Project Summary:

Cascadia improved the enrollment and intake of International program students, resulting in a reduction of paper file folders containing pages from ~4,800 pages a year to 480 with no loss of data fidelity. Further, staff captured roughly 40 human hours of work/year from a previous total set of tasks' effort of roughly 400 human hours.

III. Project Details:

Identify the problem:	The College's rapidly-growing International Program reached a scale by Winter, 2014 quarter that made the existing application, enrollment & intake processes no longer functional, degrading focus spent on quality interactions w/customers.
Problem statement:	In the previous method, it took roughly 100 hours (0.83 hrs/student)/quarter to process the data entry, printing and filing of roughly 1,200 sheets of paper forms, compared to our target of 90 hours/quarter and filing of 120 sheets of paper, which we aimed to reach by mid-Fall Quarter, 2015-16.
Improvement description:	Dean of International Programs called an all-staff gathering with a lean process facilitator to hammer out ideas ranging from speculative to sub-tactical to apply a relentless naïve questioning of entire processes as well as each step. The result was a process redesign effort that reduced redundant data entry by about 25%, reduced printed back-ups of students' files as paper in folders by 90% (> a thousand sheets per quarter), eliminated gathering of 100% of the data that was no longer needed in the new workflow. The filing cabinet that holds these records would have run out of room in one or two more quarters, requiring purchase of an additional one, no longer needed. Further, the team helped set up a kaizen process that should yield ongoing improvements as staff observe the new processes in action and fine-tune them.
Customer involvement:	The Vice President of Administrative Services and Dean of International Programs set up a meeting of <u>all</u> International Program staff including student work study talent to collaboratively attack the legacy processes. Participation = do-er buy-in.

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IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Cost	Avoided printing and filing of student forms from ~1,200/quarter to 120/quarter, resulting in savings of roughly \$86 in paper costs. Avoided purchase of additional 5' filing cabinet, resulting in savings of roughly \$350 in furniture costs.	\$86 in paper costs & printer operation. Eliminated need for ~\$350 for additional office furniture.	Preliminary
☒ Time	Decreased quality-neutral data entry from ~400 hours/year to ~360 hours/year.	roughly \$18/hour resulting in roughly 40 hours (\$720) reinvested in serving customers more quickly, program design, planning events co-hosted with faculty, etc.	Preliminary
☒ Employee Engagement	Increased employee suggestions on workflow from zero to roughly one woman-day a year/employee investment in initial & ongoing process improvement analysis.	☐ N/A (or) Unknowable at this stage	Preliminary

V. Contact information:

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