RISE 2030 | Strategic Plan Task Planning

3.1 Map Student Journeys to Enhance Support Experience

Priority: Strengthen the Student Experience
Goal: Improve Coordination of Student Support

Strategic Action: *Map student journeys to understand how Waubonsee may realign our organization or change roles and responsibilities to make it easier for students to know where to go and are not lost in "handoffs" throughout their support experience.*

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STRATEGIC ACTION TASK PLAN

Phase 1: Understand the Current Student Journey

1. Review the Student Journey Mapping Exercise

   o *Develop differentiated student personas (e.g., first-year student balancing a job vs. a full-time student living on campus). Includes all student types (noncredit, adult ed., etc.)*

   o *Identify common student support journeys (e.g., how a student seeks academic advising or financial aid from start to finish) from record creation (e.g., NSA, Adult Ed Intake Forms, etc.) to goal achieved (e.g., graduation, transfer, program completion, etc.)*

   o *Work with students, advisors, and frontline staff to map common student support journeys.*

   o *Identify where students struggle to find help, get passed between departments, and encounter other significant roadblocks.*

2. Analyze Student Interactions with Advising, Financial Aid, Support Services, and all other Support Services

   o *Review student service request data (e.g., drop-in visits, email inquiries, escalations).*

   o *Conduct focus groups based on identified personas and surveys to identify and understand student frustrations while also analyzing frustrations shared through pre-established systems (complaint forms, WIFs, alerts, etc.).*

3. Organize Key Findings

   o *Identify key findings for problems facing students by role clarity issues, redundant steps, technology gaps, process inefficiencies, equity barriers, etc.*

Phase 2: Develop Improvement Recommendations

4. Generate and Prioritize Improvement Hypotheses

   o *Develop an improvement hypothesis using a structure like "If we do X, then Y will improve, because Z" to ensure that improvement ideas are testable.*

   o *Prioritize hypotheses using common prioritization frameworks (e.g., RICE: Reach, Impact, Confidence, Effort).*

5. Test Hypotheses Using Simple, Low-Cost, and Low-Effort Solutions

   o *Develop small-scale pilots to test top-priority hypotheses with minimal resource investment.*

   o *Implement low-cost, low-effort solutions, such as a temporary student support triage desk, a simple intake form, or a pilot version of a warm handoff process.*

   o *Gather real-time student and staff feedback on the pilot's effectiveness.*

   o *Use qualitative and quantitative data (e.g., student surveys, time-to-resolution tracking) to determine viability.*

   o *Refine or pivot based on pilot results before scaling successful solutions.*

Phase 3: Implement and Evaluate Solutions

7. Roll Out Initial Changes in Targeted Areas

   o *Select one or two departments or student service areas to implement the most promising solutions from testing.*

   o *Train staff in new workflows and role clarifications to ensure smooth execution and engage IT where appropriate.*

   o *Communicate changes to students and stakeholders through clear messaging and support materials.*

8. Monitor & Collect Feedback

   o *Conduct real-time check-ins with students and staff to assess usability and impact.*

   o *Use feedback tools such as quick student surveys, focus groups based on identified student personas, staff debriefs, etc.*

   o *Track key metrics such as time to resolution, task success, student satisfaction scores, the number of unnecessary handoffs avoided, etc.*

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Phase 4: Scale and Optimize

9. Refine and Optimize Based on Data

- *Identify areas where further improvement is needed based on feedback and performance metrics.*
- *Address any unintended consequences that arise post-implementation.*

10. Scale Successful Changes Across Institution

- *Expand proven solutions to additional departments and service areas.*
- *Provide ongoing training and professional development to ensure staff remain aligned with new processes.*

TEAM AND INVESTMENT

Action Teams should include individuals who bring the following perspectives and expertise:

- Provide frontline insights into student challenges.
- Help align student-facing processes.
- Analyze student service trends and performance data.
- Implement referral tracking, self-service tools, and design, implement, and train on technology and workflow-related changes.
- Design and implement any changes to employee roles and responsibilities.

Investment

- **Medium investment** for WCC providing:
  - **Technology improvements** (referral tracking, case management tools)
  - **Training for staff** on new workflows and student-first service models
  - **Student engagement efforts** (surveys, focus groups, and outreach)