

The Higher Learning Commission Action Project Directory

Illinois Central College

Project Details		
Title	Student Feedback and Complaints	Status ACTIVE
Category	3-Understanding Students' and Other Stakeholders' Needs	Updated
Timeline		Reviewed
Planned Project Kickoff	01-10-2011	Created 10-27-2011
Target Completion	01-02-2013	Version 1

1: Project Goal

- A:** Illinois Central College has numerous mechanisms to collect student feedback, which includes both satisfaction and dissatisfaction data. A systematic process to collect, analyze and act on the feedback is lacking. This project will be conducted in two phases. The goals for phase 1 are:
1. Gain an understanding of all current channels for feedback and complaints.
 2. Determine student needs and requirements for these channels and business needs of the College with respect to data aggregation and analysis to identify improvement opportunities.
 3. Identify unmet needs/gaps in student feedback and complaint processes.
- The goals for phase 2 are:
1. Improve current feedback channels and mechanisms or develop new ones to better meet student and business needs. These channels and processes are to include consistent service recovery practices across the College.
 2. Develop a process to aggregate, analyze and use feedback information for positive improvement and planning.
 3. Identify performance measures and establish a review process of the feedback channels and mechanisms.

2: Reasons For Project

- A:** Lack of a systematic process to collect, analyze and act on student feedback may cause the college to miss opportunities for providing an exceptional educational experience to our students. Opportunities or gaps in the process of collecting student feedback include the following:
1. Data is not aggregated college-wide to identify common issues or opportunities for improvement
 2. Feedback processes do not all have mechanisms for tracking responses and/or resolution for students
 3. Service recovery is limited and not standardized college-wide
 4. Data collection/analysis is not standardized college-wide to insure validity and reliability
 5. There is a gap of 0.92 between importance and satisfaction on the 2010 SSI for "Channels for expressing student complaints are readily available" (item 67)

3: Organizational Areas Affected

- A:** Almost every area of the College is affected by this project, as student feedback and complaints is channeled through all service and academic areas. The project will be led by a Six Sigma Black Belt and will include representatives from Student Accounting, Financial Aid, Academic Departments, Marketing, Advising, Web Services, Technology Services, and Institutional Research.

4: Key Organizational Process(es)

- A:** A number of processes are already established to gather student feedback. These include web forms on the College website, comment boxes in a number of departments, and opportunities to email questions and comments to specific individuals or departments. These will all be considered in the course of the project, as well as informal processes that are not yet clearly defined (i.e. social media).

5: Project Time Frame Rationale

A: Data will be collected in September and October of 2011 to understand the current processes and identify additional information that needs to be collected. Phase 2 is scheduled to occur in November and December to collect and analyze the data and identify improvements. Implementation of improvements will likely occur throughout 2012. Performance measures will be established for the improvements, with results expected late in 2012 or in 2013, depending on the nature of the improvements. Consequently, a final assessment of the project may not be possible until 2013.

6: Project Success Monitoring

A: Progress on Six Sigma/AQIP projects are monitored with a series of gate reviews, which are held at the conclusion of key stages of the DMAIC process. This is typically done at the end of the Define/Measure phase, and then again at the end of Analyze/Improve. A final gate review is sometimes held at the completion of the Control phase to insure that performance goals are met. Gate reviews are public events and open to all college employees. Relevant stakeholders are specifically encouraged to attend and provide input to the team.

7: Project Outcome Measures

A: Although final performance measures for the project will be determined by the team, there are some obvious measures that will be considered. These include:

1. Gap between student importance and satisfaction ratings with feedback channels on the Student Satisfaction Inventory survey (SSI)
2. Time to respond/resolve complaints
3. Quantity and quality of feedback data