



# LOUISIANA STATE UNIVERSITY EUNICE LEADERSHIP UPDATE

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June 24, 2021

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# OUR CHARGE

- 1 Analyze processes, organizational structure, and communications relating to student onboarding and retention.
- 2 Understand the student experience from first contact through their college experience by conducting deep dives, secret student exercises, surveys, and focus groups with multiple student types.
- 3 Based on those findings, propose recommendations that will foster acquisition and academic success moving forward for all students.



**WORK  
SO FAR**

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# DEEP DIVE SESSIONS

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# DEEP DIVES

Deep dive sessions are held with key stakeholders to allow Swim to truly understand the current landscape and department structure related to student onboarding and the overall student experience.

Throughout the execution of these deep dives, Swim gains an understanding of current processes, day-to-day job responsibilities, existing technology, key business operations, and the makeup of the prospective and current students.



# DEEP DIVE SESSIONS

OUR VIRTUAL DEEP DIVE SESSIONS WERE HELD WITH THE FOLLOWING TEAMS:

- Executive Cabinet
- Recruitment
- Admission & Records
- Registrar
- Veterans Affairs
- Athletics
- International Student Services
- Financial Aid
- Faculty Advising
- Business Affairs
- Student Success Advising
- Tutoring and Library Services
- Continuing Education and Workforce

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Deep Dives to be completed by June 2021

**APRIL - JUNE 2021**

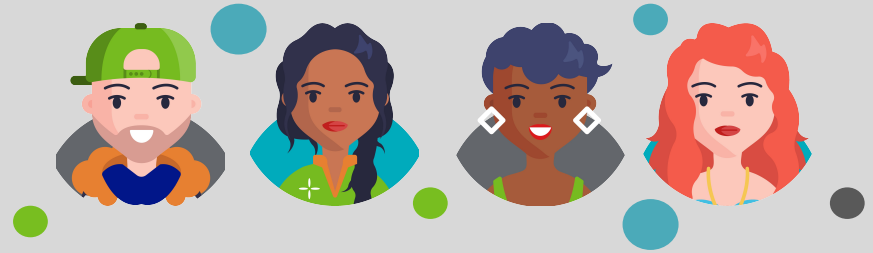
# SECRET STUDENT EXPERIENCE

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# SECRET STUDENT EXPERIENCE

## APPROACH:

Swim will deploy secret students via phone, online and in-person channels. Multiple secret students interact with the College with the goal of enrolling for class and taking the necessary actions to move to the next phase of the enrollment process. All secret students document their experiences and participate in exit interviews so Swim can analyze all data.



## First Time in College

- Adult (graduated from H.S. over 5 years ago)
- Adult Person of Color (In-Person)
- Recent Graduate
- Out-of-state Resident

## Working Adult

- Working Adult (Online)
- Working Adult (In-person)
- Working Adult (Hybrid)



# PRELIMINARY FINDINGS

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## Strategic Enrollment Management

- Recruitment strategies have not been shifting to meet the changing demographics of the LSUE community and workforce needs.
- LSUE is lacking a strategic enrollment plan that outlines the impact of marketing, recruitment and student outreach in a way that can be measured and adjusted to meet the institution's goals that is accessible to entire college community.
- There is a disconnect between program offerings and workforce demands. Programming decisions are not reflective of industry needs.
- LSUE is missing pipelines of prospective students due to technology challenges.
- The "all hands on deck" approach is limiting leadership's ability to think strategically because they are so ingrained in the day-to-day operations.



# PRELIMINARY FINDINGS

## Student Communications

- The CRM is currently in use, but not part of a larger strategic plan for efficient onboarding. There are not defined workflows and communications for onboarding milestones (ie. Orientation).
- Students are receiving confusing or inconsistent messages about next steps.

## Student Advising

- Onboarding students during the orientation process is very prescriptive because the team has to spend a lot of time doing manual processes to assign students and clear holds. This limits the time for students to talk about career aspirations and exploration.
- There isn't a standard for Advising session outcomes or for preparing Advisors to see students causing students to have inconsistent experiences with Student Success and Faculty Advisors.
  - Many Faculty Advisors stated that they didn't have any training before being assigned a case load. It is left to the Academic leadership to determine if they have any sort of training.



# PRELIMINARY FINDINGS

## Technology

- Systems have not been automated in a way that makes daily tasks more efficient. LSUE is very dependent on single individuals who know how to perform a certain task.
- Faculty Advisors don't have access to student data related to early alerts and interventions.

## Revenue Streams

- There are missed opportunities for revenue generation for areas outside of Athletics.
  - Summer programming
  - Continuing Education and workforce partnerships
  - Facility rentals and events



# UPCOMING WORK

The background of the slide is a solid teal color. Faintly visible in the background are a magnifying glass and a rolled-up document, suggesting a theme of investigation or research.

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# PROCESS MAPPING & COMMUNICATIONS PLANS

# ONBOARDING EXPERIENCE

Swim will work with key stakeholders to map the student experience from the first inquiry until the first day of class.

This will outline the communications touchpoints, technology requirements and staff actions needed to move every student through the onboarding phases.

Based on the process map, Swim will build the communications within Radius to execute the plan.



# ENVIRONMENTAL ANALYSIS



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Through surveys, focus groups and assessments, we will assess what current students are experiencing. This environmental assessment will be completed through an online student survey campaign, targeting multiple audiences, and two student focus groups.

This work will be designed to collect data and information related to how the student viewed their onboarding experience, the experience now that they are in class, and their feelings regarding the out-of-classroom support, designed to keep them enrolled and performing as a student, as well as gain insight on the designed process maps.



# CHANGE MANAGEMENT



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# CHANGE MANAGEMENT STRATEGY

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Swim has developed a Change Management Strategy to lead Louisiana State University Eunice through the upcoming work.

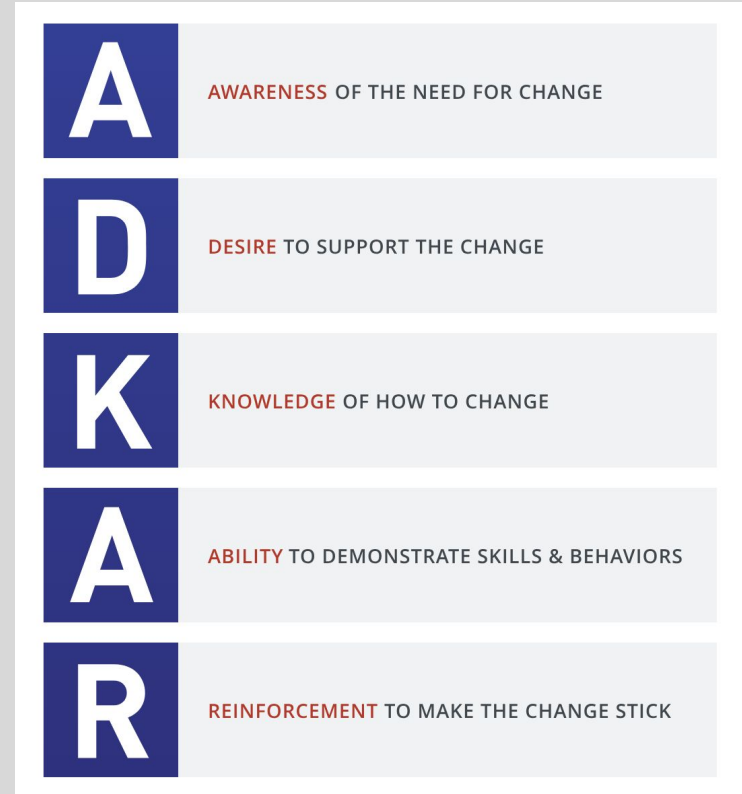
This Change Management Strategy will:

1. Outline the unique characteristics of the changes
2. Highlight associated risks and areas of potential resistance
3. Provide direction and purpose for all change related activities

# FOLLOW THE ADKAR MODEL

Swim will employ the Prosci ADKAR® Model throughout our change management activities.

- The word “ADKAR” is an acronym for the five outcomes an individual needs to achieve for a change to be successful for an organization: Awareness, Desire, Knowledge, Ability and Reinforcement.
- This model is based on the understanding that organizational change can only happen when individuals change.
- The ADKAR Model addresses these challenges by equipping leaders with the right strategies and tools, and individuals with the right information, motivation and ability to successfully move through changes in the organization.



# NEXT STEPS FOR CHANGE MANAGEMENT

## STAKEHOLDER ANALYSIS

Swim will categorize each identified stakeholder based on their level of influence and their level of desire to be change advocates and/or champions.

- From there, we can more easily see how to approach each individual, while allowing varying degrees of control and input.
- Allows us to strategically determine how to effectively manage impacted stakeholders and recognize the different internal departments that may be impacted by the changes.

## CHANGE READINESS ASSESSMENT

Swim will conduct a Change Readiness Assessment to assess each stakeholder's readiness for change, identify potential areas of resistance and clearly identify how the scope of change will directly impact each stakeholder individually.

- The assessment will be measured along three main dimensions:
  - Understanding of the case for change
  - Willingness to change
  - Capability to changes

# NEXT STEPS FOR CHANGE MANAGEMENT

## DEFINE THE IMPACT OF CHANGE

Swim will use the data collected from the Stakeholder Analysis and Change Readiness Assessments to clearly define the Impact of Change.

- There are 10 aspects of a stakeholder's job that can be impacted by change. This initiative may not involve all aspects for each individual, but we won't know until we define change impact at that individual level.
- This helps us understand that change impacts different groups differently. A change that impacts one group only marginally might completely disrupt another group within the college.



# NEXT STEPS FOR CHANGE MANAGEMENT

## ENGAGEMENT STRATEGY

Swim will build an internal engagement strategy that conveys a culture of evidence and engagement to explain the upcoming transitions. We will provide resources and incentives to motivate stakeholders within LSUE and nurture a culture of collaboration and transparency.

## COMMUNICATIONS PLAN

A communication plan will be established with a singular goal: to ensure that we remain transparent throughout this process and that all stakeholders, including leadership, are engaged in discussions about change.

This includes discussion of what's changing and why. Swim will create consistent communications to the LSUE regarding the implementation to foster an environment for all impacted faculty and staff to ask questions and share ideas.

# NEXT STEPS FOR CHANGE MANAGEMENT

## DEVELOP A TRAINING PLAN

It is important to provide training for stakeholders so they can learn new processes and prepare for the coming change. Swim will develop a training plan that will target the Knowledge and Ability elements of the ADKAR Model.

- The plan will be created by identifying the different audiences that need training, conducting a needs assessment and gap analysis, and documenting requirements for training.
- In addition to project-specific training, stakeholders need training to understand their important roles and responsibilities in managing change.
- Swim will customize training materials based on job roles and design refresher training at key intervals as needed.

## SELECT CHANGE LEADERS

Change Leaders or Change Champions are the individuals charged with championing the change from start to finish. Swim will need your assistance selecting stakeholders who are outwardly supportive of project goals, are articulate communicators and are eager to share a positive message with other colleagues.



# NEXT STEPS FOR CHANGE MANAGEMENT

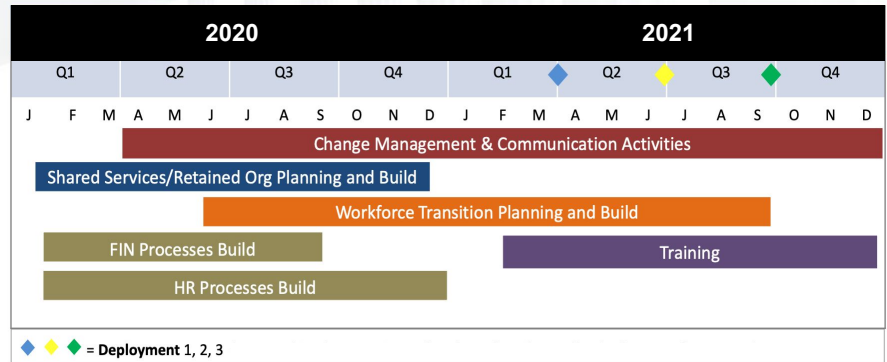
## ESTABLISH IMPLEMENTATION PLAN & TIMELINE

Swim will establish an Implementation Plan and Timeline for all change management activities to include communications, training and process reengineering activities.

This plan will outline:

- When the specific aspects of the change will be implemented.
- Who will be implementing.
- How they will be implemented.
- Who and/or what will be affected.

## Implementation Timeline



- **Change Management & Communications:** Engage the units through the unit representatives; develop and distribute key communications
- **Organization Planning and Build:** Build the Shared Services and units structure
- **Workforce Transition:** Match the right employees with the right skills with the right work in the right organization
- **Training:** Deliver training
- **Finance/ Human Resources Processes:** Build out detailed processes and supporting documentation, as well as define and implement required technology enhancements (M-Pathways, imaging and workflow, etc.)

# TIMELINE

A faint, light blue illustration in the background shows a magnifying glass positioned over two stacked books, symbolizing research or investigation.

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# NEXT STEPS

- Complete deep dives
  - June 2021
- Build Change Management strategy and complete stakeholder analysis
  - June and July 2021
- Complete secret student exercise
  - August 2021
- Complete process mapping exercise
  - August 2021
- Host process mapping focus groups
  - August 2021
- Present full findings and recommendations
  - September 2021



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**THANK YOU!**

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