



# LANGUAGES CANADA

On Common Ground: A Shared Commitment to  
Quality and Integrity in Language Education

# The AC Way

Working together to inspire, engage and act  
as a catalyst for transformation

Ernest Mulvey, Director International Education Centre  
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# Workshop Learning Objective

- Create an understanding of how continuous improvement can be applied in higher education



# Algonquin College's Mission

*“To transform hopes and dreams into lifelong success”*

Algonquin College Strategic Plan 50+5



# What Today's Customers Really Want

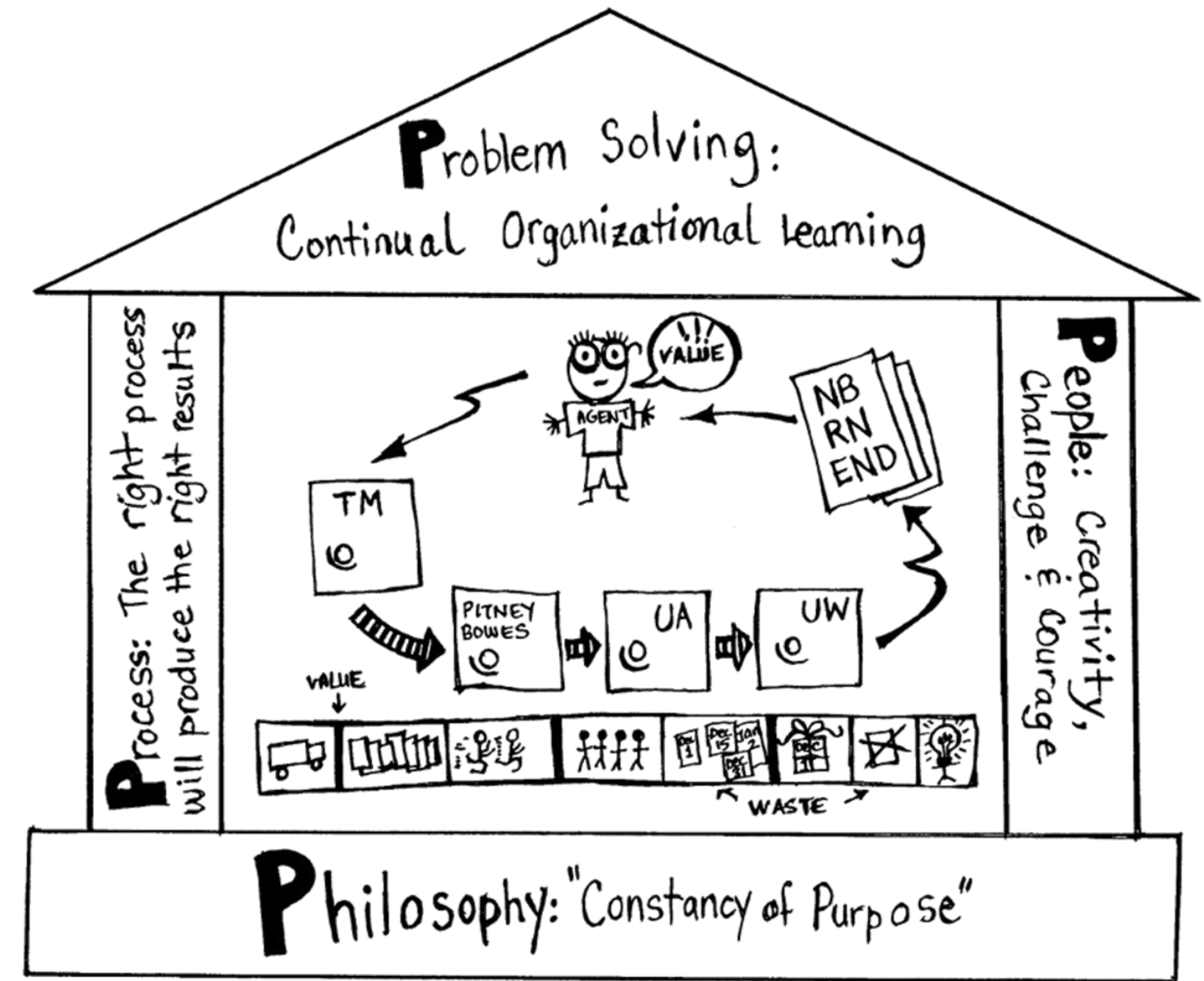
- Lean Processes
  - Know what they want
  - When they want it
  - Right the first time with no hassle!
- Luxury Experiences at coach prices
  - Same or lower price than competitors
- Caring, personal human connections
  - I'm not a machine, I'm a human being



# Lean is a Management System

What is Lean?

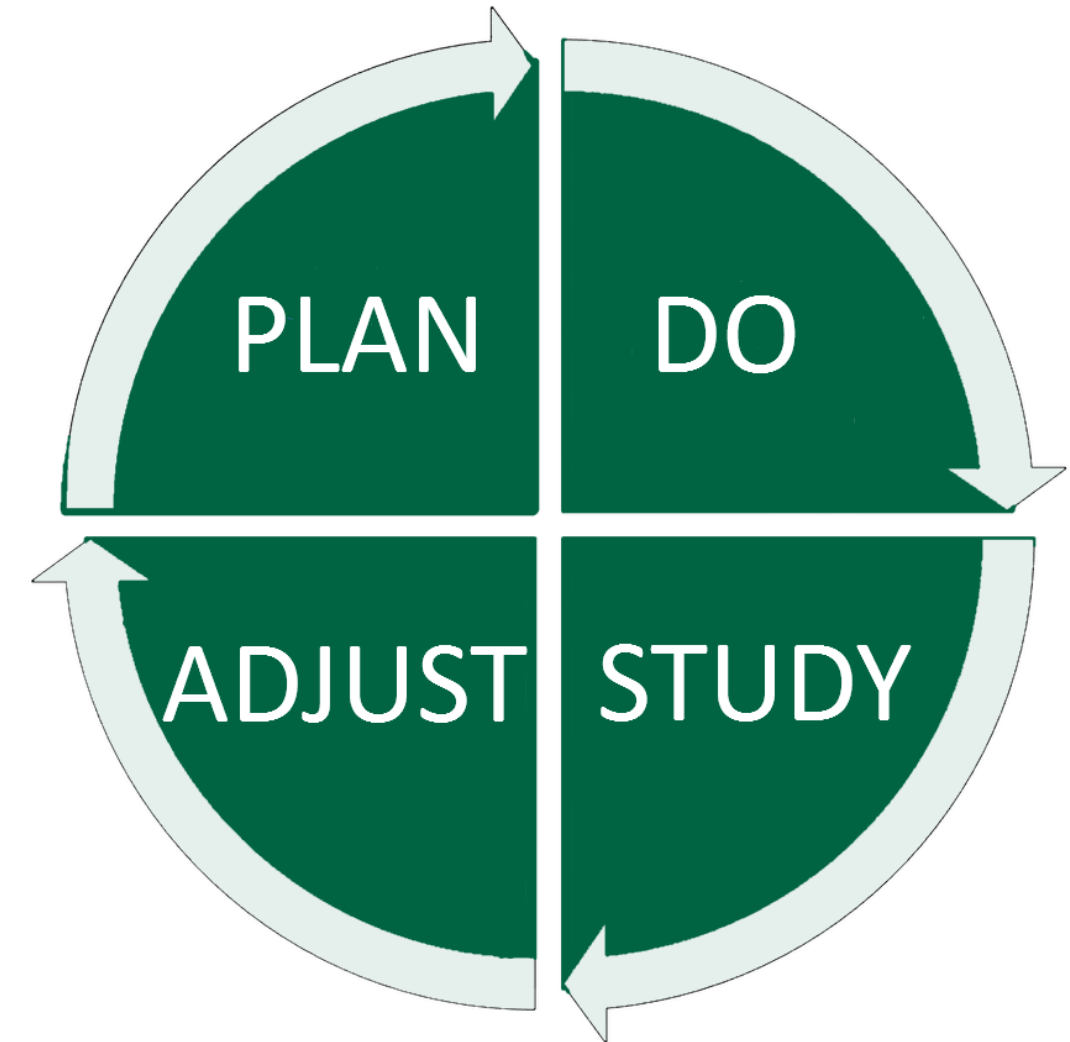
- A systematic way of managing an organization so that it can flourish, thrive and grow
- A system that connects everyone together in pursuit of shared, long-term purpose (our mission), and organizational goals (business plan)



"Lean is about developing principles that are right for your organization and diligently practicing them to achieve high performance that continues to add value to customers and society"

# What is the Lean AC Way ?

- Algonquin College's unique adaptation of Lean based on the Toyota Production System
- Lean's founding principles of **continuous improvement** and **respect for people**
- Lean in Higher Education - relevant in manufacturing, healthcare, service industries
- Service Excellence achieved through the Plan Do Study Adjust cycles
  - Effective business processes
  - Efficient customer service
  - Personal Human Connection



# The AC Way journey – The Benefits



The AC Way imbeds habits of continuous improvement in our employees that help to give back time so they can create greater value for our customers

- We put our customers first and strive to give them what they value (what they are willing to pay for)
- We find and remove waste from our processes
- We repurpose time and money towards more value-added activities



# The AC Way Founding Principles



## RESPECT FOR PEOPLE

Blame process  
not person



## CONTINUOUS IMPROVEMENT

Act daily

# The AC Way as Behaviours

## Lead by Example

- “Do as I Do” vs “Do as I Say”

## Go See

- Observe the work to truly understand the problem

## Ask Why

- Use the “5 Whys” to uncover root causes



## RESPECT FOR PEOPLE

Blame process  
not person

# Coaching comes standard

All model team leaders have an AC Way coach that leaders are required to meet with 2-3 times a week for 15-30 minutes each session.

We use the Kata Coaching Pattern to focus coaching sessions on reaching targets:

- What is the target condition?
- What is the current state now?
- What obstacles are in your way?
- What is your next step (experiment)?
- How quickly can we go see what we have learned from taking the next step?



## **Role of the AC Way Coach**

Coaching is unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them.

Timothy Gallwey

Criteria for Success  
@cfsplaybook

# The AC Way International Education Centre

Ernest Mulvey, Director International  
Education Centre

# Continuous Process Improvement in International Education Centre

Algonquin College has experienced 200% increase in international student enrolment since 2012

To maintain high international student satisfaction and retention rates, the IEC has engaged in a process of continuous improvement of services it provides



# Student Admissions Management

- Continuous Process Improvement of the Student Admissions Management (SAM) system
- SAM was implemented in 2015/16
- Complete reworking of processes for international student admissions
- Rapid growth in international applicants but reduced waiting time for applicants and agents and more staff productivity



# But no rest for us: continuous improvement

- Automated creation of student profiles for international applicants
- Review of Study Gap – low ROI countries - Jan 2019
- New Admission timeline to improve conversion in India
- Setting targets at Pro Forma and Q updates
- Admission management and reporting
- Waitlist Management
- EAP conditional offers management



Are we there yet!!



# Creating a culture of continuous improvement with PDCA

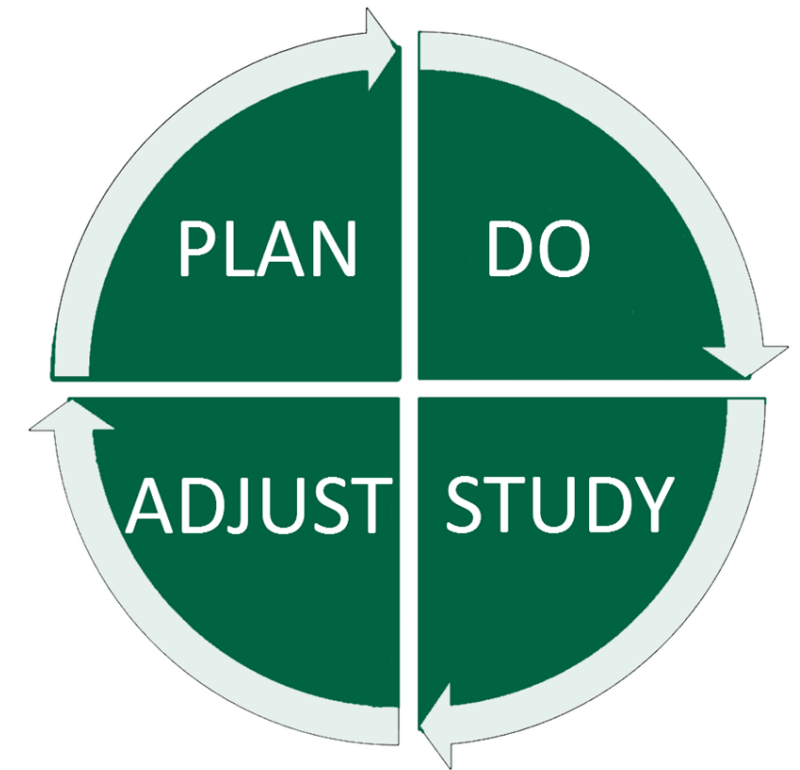
Managing to Learn — Detailed A3 Template

Title: International PS Enrolment			
Owner/Date		Owner: Nadia Ramseier	Sponsor: Ernest Mulvey
		Date: November 2017 updates	
<b>1. Background</b> Maintain growth in International PS enrolment a sustainable manner and in alignment with other college strategic priorities Background: Int'l revenue from on-shore enrolment support both SIP funding and Area 5 base budget. Contribution has grown from 4.5M (12/13) to 11.7M by 20/21.			
<b>2. Current Conditions: Where do things stand now?</b> As of July 2017 for 2017F intake As of Nov 2017: we are now over capacity. 100+ Jan apps relected for May intake as well, 1000+ of applications in the pipeline			
<ul style="list-style-type: none"> <li>100+ applicants on Waitlists that we might lose to other colleges</li> <li>200+ applications in pipeline that will not convert and resulting in 20+ days processing time</li> <li>More applications than seats available and resources to process (lab space, practicum placements)</li> <li>Pro-Forma based on balancing Area 5 budget – HIGH RISK</li> <li>Heavy reliance on two market: India and China – HIGH RISK</li> </ul>			
<b>Problems:</b> Lack of strategic planning between academic/physical capacity and international projections. Applicant demand for key programs exceeds seat supply. Conversion of applications to registered at only 20%			
<b>3. Goal: What specific outcome is required?</b> <ul style="list-style-type: none"> <li>Customer Satisfaction with program availability and response time</li> <li>Clear strategies on creating international projections that move beyond the process of budget balancing (Supply and Demand)</li> </ul>			
<b>4. Analysis: Why does the problem or need exist?</b> <ol style="list-style-type: none"> <li>Mismatch between applicants demand and available seats</li> <li>Lack of focused marketing/strategies matching seat availability in programs</li> <li>No setting targets per programs and markets to control flow</li> <li>Triage not adequate for resources optimization</li> <li>No clear direction on end mix domestic vs. international – constant increase is demanded</li> </ol>			
<b>5. Recommendations: What do you propose and why?</b> <ol style="list-style-type: none"> <li>More agile responses for matching applications demand and seats availability</li> <li>Stronger collaboration when setting REG MAX to determine specific targets and control messaging (marketing) and flow of applications per program. Introduce capping of students/applications Mark Leduc's area needs to be involved and the college's plan on enrollment management per program leveraged.</li> <li>Automate solutions to re-direct applicants to OPEN programs (✓)</li> <li>Better triaging of applications will result in quicker response time and increase overall conversion (✓)</li> <li>Raise International Premium for select programs at first, consider raising it for all and cap international enrolment (✓)</li> <li>Improve clients experience and satisfaction</li> <li>Increase overall conversion rate by 10%</li> </ol>			
<b>6. Plan: How will you implement? (4Ws, 1H)</b> <ol style="list-style-type: none"> <li>1 &amp; 2 Create International PS Enrolment Working Group with ACADEMIC, INTERNATIONAL and REGISTRAR'S OFFICE to develop a yearly International Enrolment Map Have the RO A&amp;R report include international conversion and international reg max Create an application MAX in Salesforce for international</li> <li>3, 4, 5 &amp; 6 Salesforce Portal improvements to open and close program availability Communicate closing program early to manage clients' expectations (agents and applicants) Leads and Applicants Qualification Charts created to triage and focus on high converting applicants Manually waitlist and close programs for international students only in SF</li> </ol>			
<b>7. Follow up: How will you ensure ongoing PDCA?</b> <ul style="list-style-type: none"> <li>Monitoring of applications and RO Stats on admissions</li> <li>Monitor report and applications in pipeline</li> <li>Monitor conversion ratios by country</li> <li>Create Project Charter involving RO, Academic Planning and IEC</li> </ul>			
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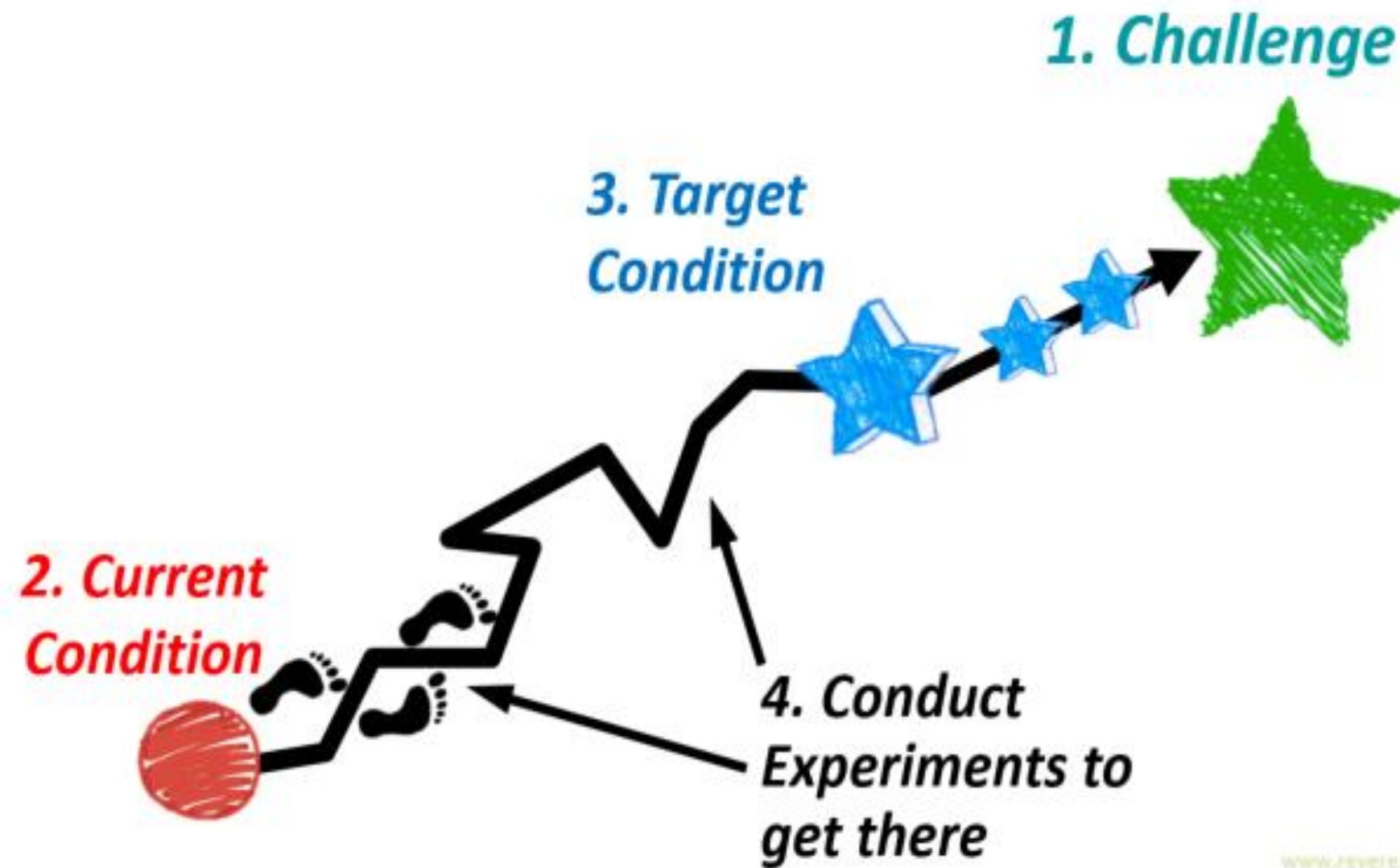
# PDSA Continuous Improvement through Experimentation

# Using PDSA for Continuous Improvement

- Improvements - in small incremental steps (PDSA), or in larger breakthrough sessions (Rapid Improvement Events)
- Using the Kata Coaching Pattern to create habits and patterns of thinking and doing that move us from the current state to a new future state
- Continual search for improvement helps us achieve our personal and business plan goals



# PDSA Cycle: Plan Do Study Adjust



[www.reverse.se/kata.htm](http://www.reverse.se/kata.htm) · [katalogrow.com](http://katalogrow.com)

# PDSA in Action – Spin Your Way to Success



**CONTINUOUS  
IMPROVEMENT**

Act daily

# Spin your way to Success

## Challenge:

To spin one coin for as long as possible

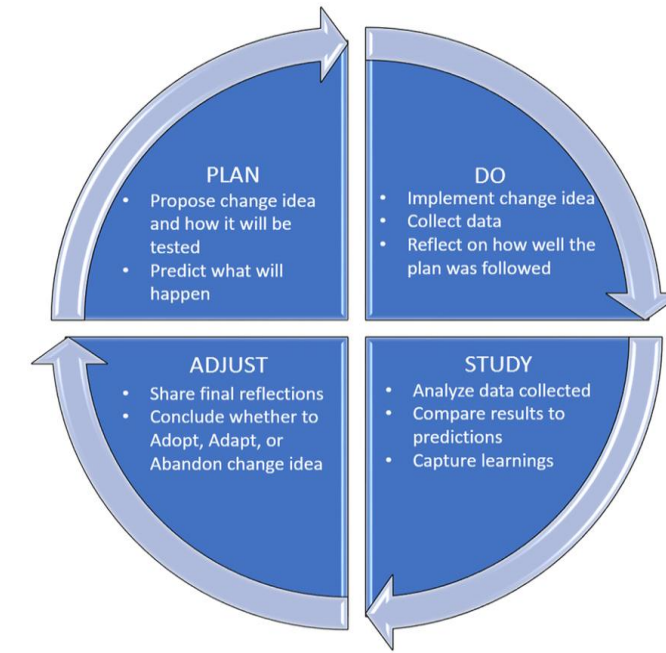
True North Target: A 15 second spin

## Rules of engagement:

- Each team has 20 minutes to conduct experiments
- Use any of the 4 coins provided for your experiments
- Use any surface to spin your coins on
- Time your attempts and document your strategies so you can report back to the large group what worked

## Roles:

- Timekeeper
- Recorder
- Spinners

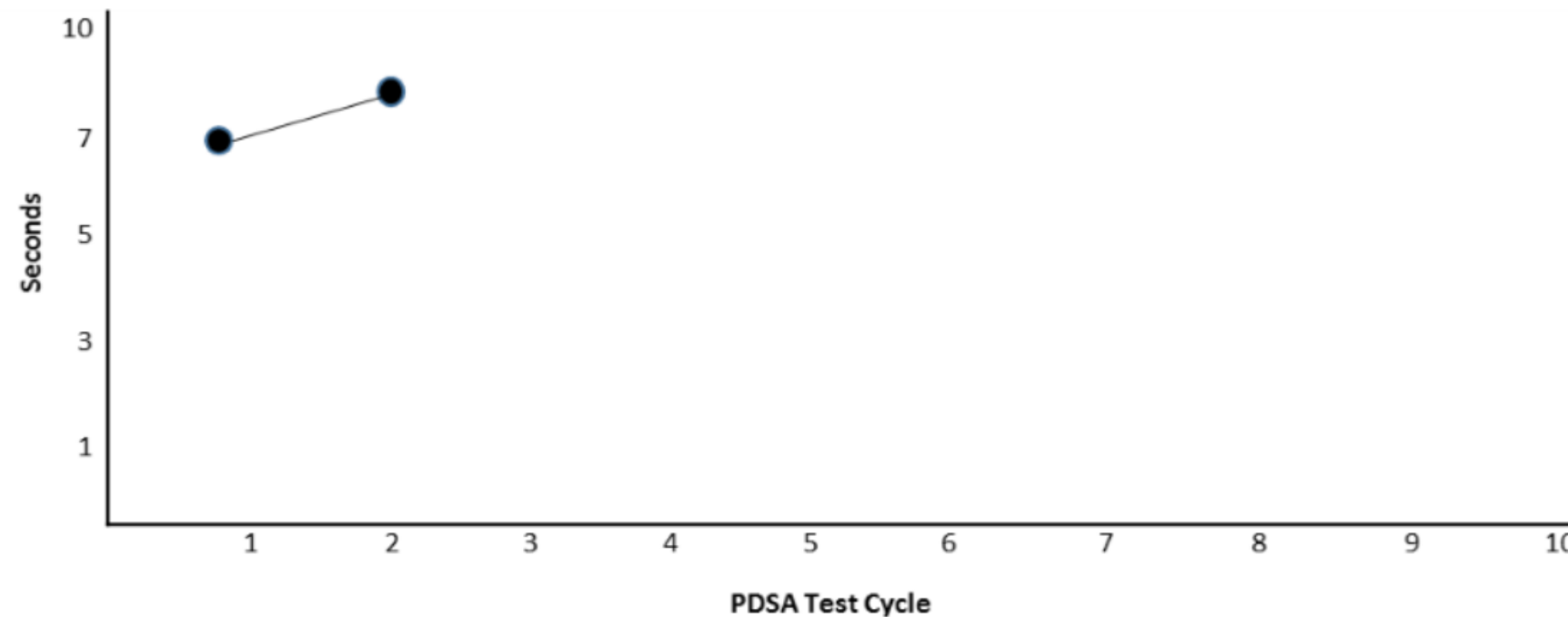


# Use the Worksheet and Run Chart

## Example Worksheet and Run Chart

#	Plan		Do	Study	Act
#	What questions? Theories?	Prediction	What do you see? How Long?	How did what you see match prediction?	What now? Adopt, adapt, abandon?
1	Large coins last longer	Nickel = 10 seconds	Started to wobble. Time = 7	No, Three seconds short. Large Size/weight	Adapt - Test Quarter
2	Bigger quarter will spin longer	Quarter = 10 seconds	Started to lose spin fast. Time = 8	Two seconds short. Size may be more important	Adapt?

Data Collection on a Run Chart



# Tips for Success

- Be creative
- Use testing to explore ideas without judgement
- Make a prediction and articulate a theory for each change idea
- Document each experiment so you know what worked and what didn't (you will be asked to report back)





# Large Group Report-Back

- What was your best time?
- Did anything surprise you?
- What challenges did you face?
- How did you work through those challenges?



# Workshop Learning Objective

- Create an understanding of how continuous improvement can be applied in higher education
- Did we achieve our objective?
- Please complete the short survey so I can improve





# Thank you!

The AC Way Team

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