

Education – Financial Aid Department at a Large Community College



Situation:

Moran Consulting was selected as a partner by one of the largest community colleges in the country with over 80,000 students and six unique campuses. The college had identified a need to improve internal and external customer service. One area of particular concern was the financial aid department, which had a reputation for being a long, complex and discouraging process for students. As the consulting partner, Moran's role was to guide the organization to implement standards of behavior, measurement and accountability while streamlining customer-centered processes.



Problem:

- Student satisfaction scores with the financial aid department were dangerously low.
- Concerns over the complicated financial aid approval process.
- Fear that a large number of potential students never apply to the college because of the poor reputation for receiving financial aid.
- 40% of students who started never completed the application process for financial aid.



Solution:

- **Service Essentials for Everyone by Moran Consulting:** Customer service training for all staff to include fundamental skill building around attitude, identifying needs, thoughtful body language and words, service contact points, handling difficult and angry customers and exceeding expectations.
- Identify communication issues to simplify and improve communications to both students and internal departments.
- Conducted large benchmarking study regarding the processes and procedures of dozens of other state-funded educational institutions. Used these best practices to guide changes in department processes and procedures; streamline the application-to-award process for applicants and guide the restructuring of the entire financial aid department jobs, functions and reporting relationships.
- Relationship and team-building activities to strengthen inter-departmental relationships.



Results:



Student satisfaction scores improved in every measure and on every campus
up to 10%



College-wide satisfaction scores improved
by almost 40%



Financial Aid application completion rate
increased 6.3%

Impact of this service improvement process resulting in over **2,000 additional students** enrolling in the college translating to **millions of dollars in tuition** which would have otherwise not been realized.