



## Cornell College – Equipping Staff and Faculty to be Lean Champions

### Background:

Located in Mount Vernon, Iowa, Cornell College offers over 40 different majors to 1,100 students from 45 states and 19 foreign countries. It has been awarded one of the 25 colleges with the best professors and was recently one of 40 schools profiled in Loren Pope's book "Colleges That Change Lives."

### Challenge:

In early 2014, Cornell was evaluating ways to cut costs and streamline processes. Faculty and staff from across the college were asked to think about how they could work more efficiently.

### Solution:

Cornell engaged DBR's workplacelean program to help staff identify changes that could be made to help the college as a whole. DBR consultants took a cross-departmental team of staff through the Basic Process Mapping training. Cornell staff then each mapped at least one process in their own area. DBR consultants provided accountability and support by following up with phone calls and visits to ensure that projects were on track.

### Results:

The results of the workplacelean training program have been far-reaching across Cornell. One example is a much more efficient and student-focused admissions process:

- In creating their pre-database "current map" the Admissions office identified a number of duplicative steps they could eliminate, saving a lot of staff time and effort
- The time saved in the processing of paperwork in the application review went from almost 30 minutes to less than 10 minutes per file. Now the counseling staff is using that time to get to know the students whose applications they are processing.
- The mapping process has enabled staff to document their processes. Now new staff have accurate and consistent procedures to follow when being trained.

*"Thanks to the DBR's training, processes from admissions to payroll were improved, yielding significant time-savings as well as some cost-savings. Thanks to our new lean knowledge, our staff continues to see process improvement opportunities. Staff are also more proactive in thinking about how changes will impact others within the college."*

- Sharon Grice, Cornell, Director of Admission Operations