



# How To Cut Diamonds Find Your Way as a New Manager

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# Our Conversation in a Nutshell

- Your inheritance
- Your experience
- Your vision
- Consistency
- Quality
- Accountability
- Managing change

# The Inheritance

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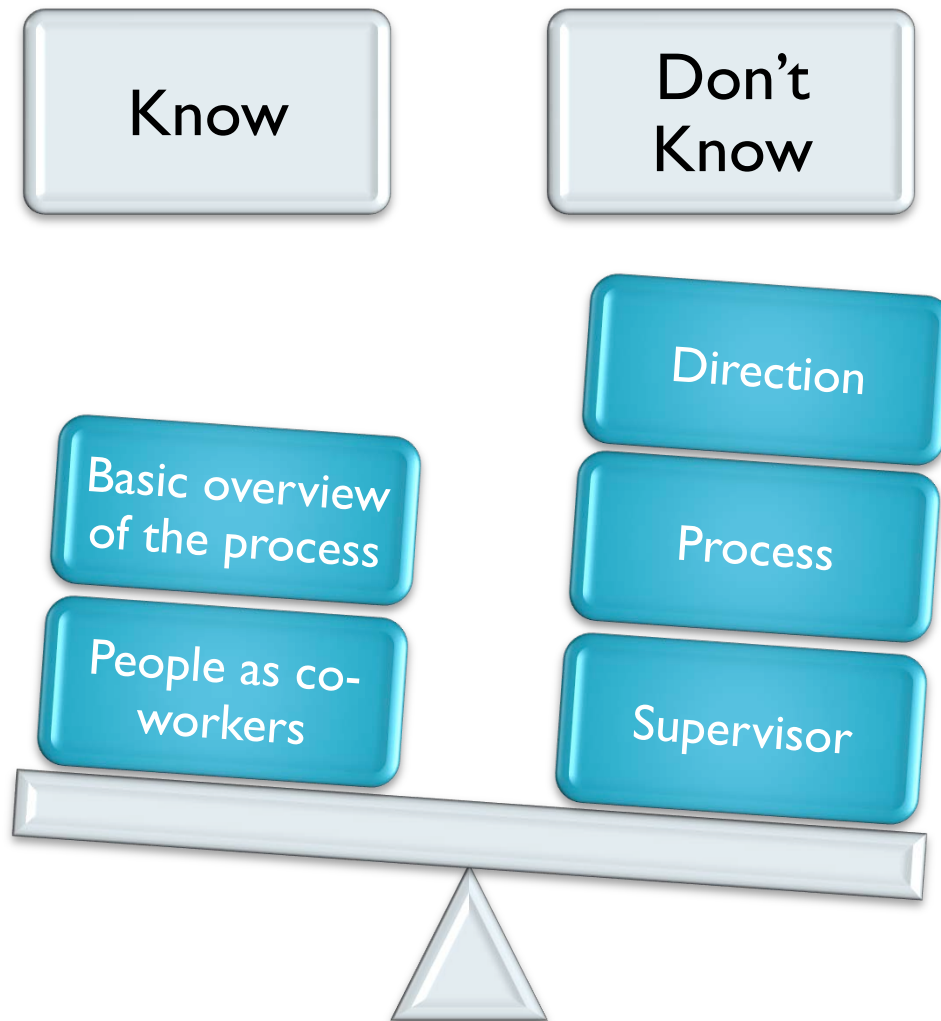
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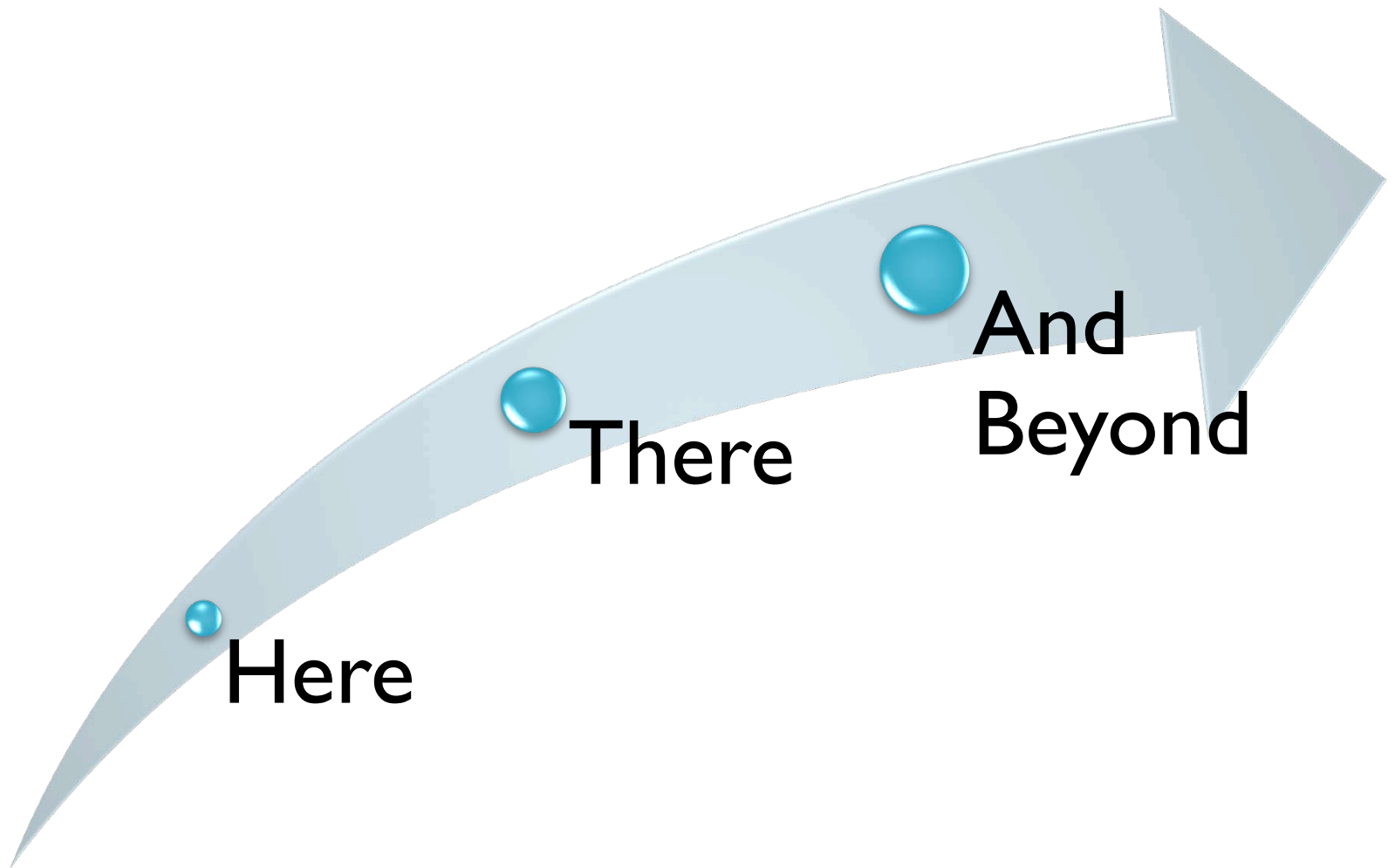
## Imperio's Inheritance

- Prospective International Student Services
  - Communication
  - Processing I-20/DS2019s (transfer and Initial)
  - Mailing of documents to new students
  - Check in process after student arrives
- Front Desk services for current students, staff and visitors to the ISSO
- Assistant Director duties
- Team of 4 full time staff, 1 student worker

# Experience



**Vision**



**Here**

**There**

**And  
Beyond**

# 2 years ago

## I knew:

- I20s were generated
- TCI20 and initial I20 existed
- I20s were mailed
- FD staff assisted all students
- Coordinators answered new students inquiries
- Times were not consistent
- Information was not consistent
- Processes were not consistent

here

There

And  
Beyond

## My boss wanted:

- Duties rotation
- Reduction of processing times
- Consistency



# Cold Hard Facts

- Analyze Current Processes
- Establish goals
- Simplify processes
- Establish a Process Manual
- Track Workload



# Current Process Analysis

- Who is doing what when, how and why?
- Are the processes connected?
- Where is duplication of effort?
- What is working?
- What is not working as well as you want it to?
- What is not working?

There was no break point. One person had to

to e Querying two databases for the same

High commitment to

then?

Spending time trying to guess what the student needed.

they were couldn't handle volume



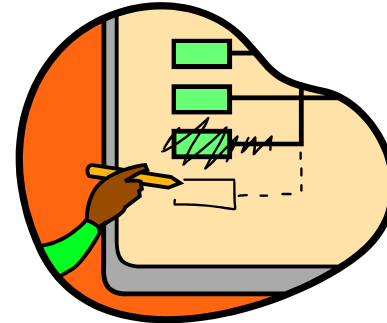
# Establish your goals

- Requesting missing documents when students hit the system
- Evaluating documents within 24hrs of receiving them
- Issuing I20s within 24hrs of documents evaluated and okayed
- Answering student emails within 24hrs
- Mailing I20s within 2 business days of issuance
- Sending consistent information to students
- Everyone can do everything



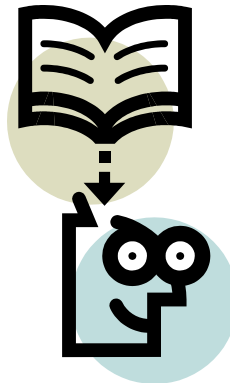
# Simplify processes

- What can be improved?
- What needs to change?
- What needs to go away?
- What not to change



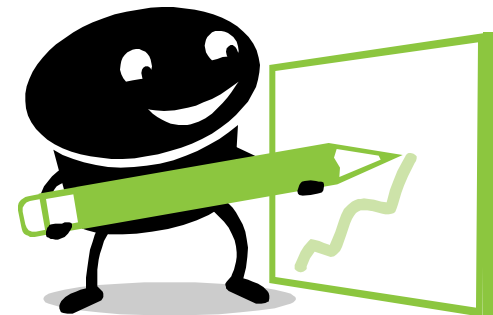
# Establish a Process Manual

- To have consistency. People doing the same thing the same way always.
- To create accountability. People know what to do, how to do it, when to do it, who is responsible.
- To have a tool to train new people.
- To determine training needs and gaps in processes.



# Tracking Workload

- Determine what to track
  - What numbers does your office need?
  - What numbers do you need to track performance?
  - What numbers do you need to track production?
- Establish baseline for performance
- Establish baseline for production





# It is hard work, and it is worth it!

## 2007 – 2009

- Established a rotational model that ensures availability of all our services.
- Increased production of I-20s by 18% in response to a 14% increase in admissions.
- Established automatic communication to welcome F-1 students and request documents when they enter our system.
- Consistent response time to emails from students of a maximum of 24hrs from the moment of receipt.
- Consistent I-20 issuance time of 24hrs from the moment of having received all documents.
- Reduced mailing time to 2 days from the moment the I-20 has been issued.

# Making the Change

- Resistance to Change
  - Fear
  - Perceived territories
    - This is what I do and I do not want to change that.
  - How it worked in the past was better – we do not need to change



# How do you make the changes

Like a band-aid:  
Quick and Easy

VS.

Slow and  
Steady

# Change with employees



- Easing the transition
- Setting expectations and goals
- Explaining new job roles and office structure
- Taking part in setting new processes and procedures



# Once change is made

- Goals will be accomplished
- You will be able to move forward
- You will have a happy office





# Questions?

