

# Process Transformation Annual Report 2018

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**METROPOLITAN STATE UNIVERSITY**<sup>SM</sup>  
OF DENVER

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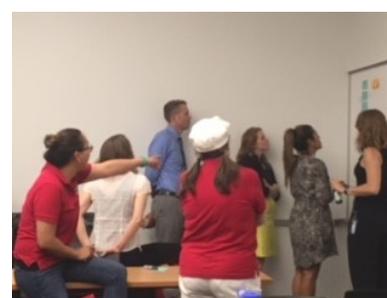
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### **Process Transformation at MSU Denver**

Inspiring a culture that embraces continuous improvement, engages in collaboration and models inclusivity, encourages empowerment and innovative problem-solving to support the mission and strategic goals of MSU Denver through facilitation, education and coaching.



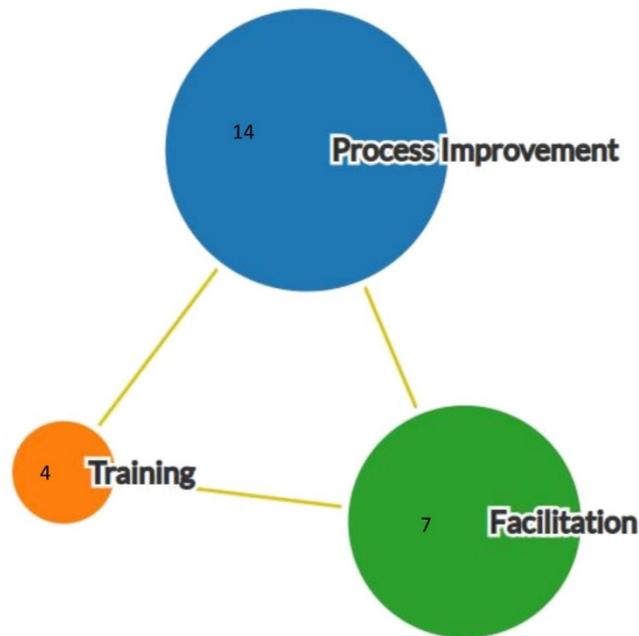
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## Program Highlights 2018

**14** Process Improvement Projects Engaged  
**7** Facilitation Projects Completed  
**4** Trainings Provided

**64** Total Events Completed in 2018  
(Events range between 1-8 hours)



### **Project Definitions:**

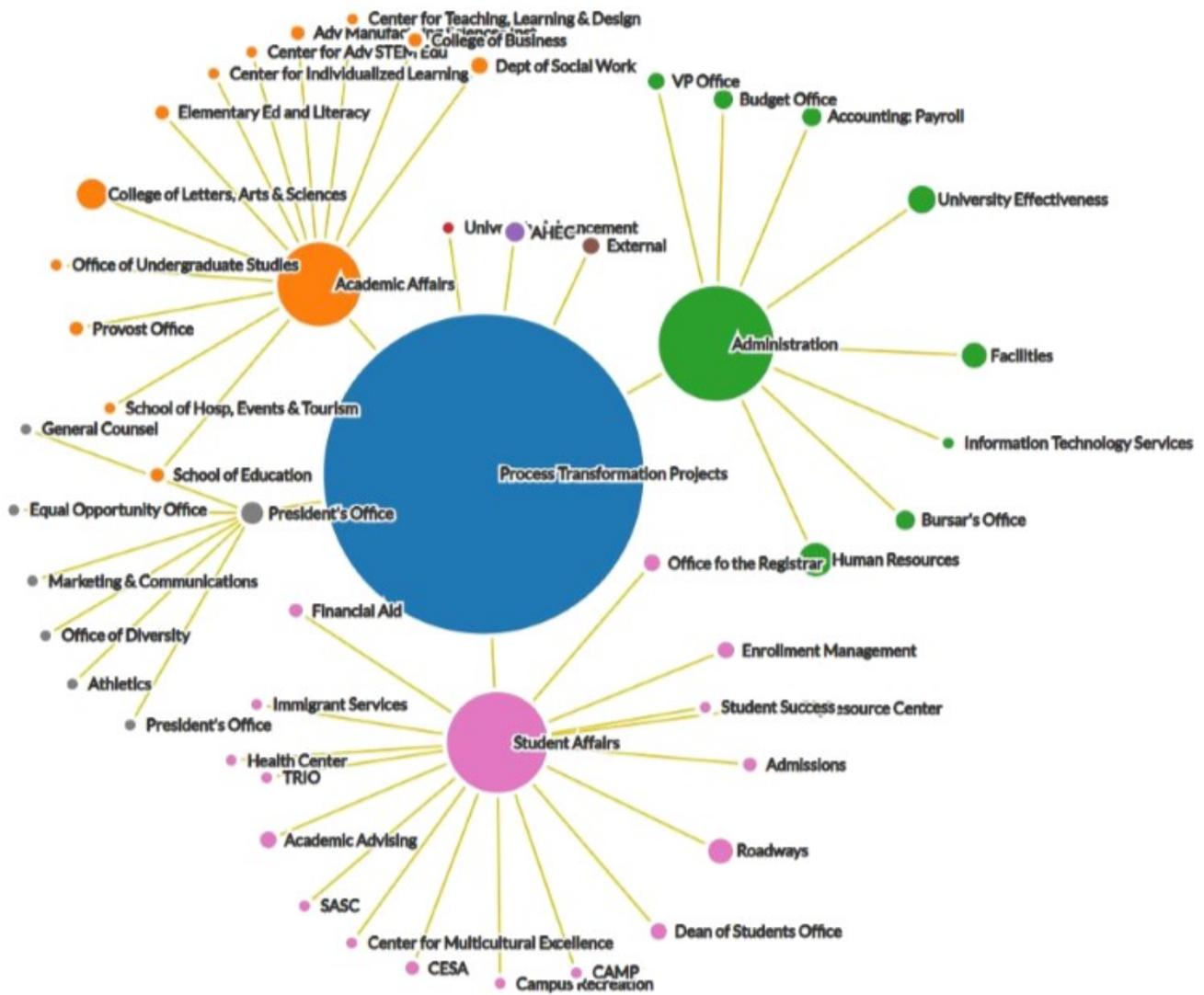
**Process Improvement Projects:** Process improvement events are part of larger process improvement projects utilizing process improvement methodology to increase operational effectiveness and improve efficiency.

**Facilitation Projects:** A facilitation is a request for a guided conversation to help teams navigate change, plan for the future and/or reach a decision.

**Trainings:** Trainings are aimed at capacity building regarding process improvement concepts and tools, facilitation skills and other change oriented topics.

# Program Highlights: Engagement and Reach

58 Units Engaged in 2018



## Process Improvement Projects Completed in 2018

**Masters Faculty Budget:** The team created a standardized calculator utilized by all fiscals of the Master's programs to calculate their faculty budgets. This decreased time spent on reconciliation for the Budget office from 40 hours annually to 2 hours, reducing the amount of errors by nearly 100% and reduced the number of spreadsheets used from 6 to 1.

**5S of Copy room in 310 of the Jordan Student Success Building:** The copy room adjacent to the VP Office underwent a significant 5S-ing (workplace organization) improving the flow and utility of the workspace. The time needed to find a list of 15 random objects decreased from 7 minutes and 23 seconds down to 2 minutes and 28 seconds.

**External Lease Process:** The team developed a clear process flow for how to create, process, pay and administer lease agreements with external entities. The flow has been launched and is anticipated to decrease cycle time from 8-10 months to 63-70 days.

**HSI Transfer Workgroup Current-State Mapping:** The HSI Transfer Workgroup created a current state process map of the transfer student experience which highlighted the identifiable wastes and student pain points.

**Injury/Incident Reporting:** The team created and launched a comprehensive webpage that identifies campus injury and incident reporting resources and campus-wide contact information in order to minimize campus confusion during such events. The group recommended reducing the number of reporting forms across campus from 6 down to 1 standardized form. Webpage: <https://msudenver.edu/safety/accidentinjuryresources/>

**CAVEA Event Planning SOP (Standard Operating Procedure):** Utilized current-state mapping to develop an SOP for event planning to ensure that transfer of knowledge is maintained with the position of CAVEA Office and Events Coordinator.

**Business Intelligence Visual Management Board:** Developed a new internal process for improved tracking of projects, project management and improved communication between team members and the university through the design and utilization of a visual management board.

**“Sarah was beyond helpful for our group! For our purposes, the mapping was the most helpful part of the process improvement.”**  
– Process Improvement Participant



The Lease team creating their future-state map.



## Facilitation Projects Completed in 2018



HSI facilitation in the CAVEA

“I really enjoyed the experience and feel that Sarah was clear, concise and very helpful to our group. We have a big task with lots of moving parts and sitting down with her really helped us to pull out the important factors that need to be addressed and hone in on the actual tasks.”

– Facilitation Participant

**HSI Strategic Planning:** Identified HSI Strategic Directions with representatives from 25 departments on campus. The strategic directions will help to guide HSI grant proposals and support the future direction of HSI.

**Registrar’s Office Audit Review:** Engaged the department in dialogue around office culture and identifying opportunities for overall improvements.

**President’s Advisory Councils, Workplace and Culture:** Facilitated and supported conversations for the Career Progression subgroup to identify and develop their recommendations.

**Administrative Branch Defenders:** Co-facilitated monthly meetings for Administrative branch frontline staff with a focus on modeling inclusive leadership and process improvement.

**Administrative Branch Retreat:** With support of the Admin Branch Retreat Planning Committee, designed and facilitated the Administrative Branch Retreat for Administrative Branch leaders and mid-level managers.

**Marketing and Communications Process Improvement Taskforce:** Provided facilitation and training regarding process improvement tools and concepts, supporting the workgroup as they design and develop their standard operating procedures.



## Trainings and Coaching Provided in 2018

**Creative Problem Solving:** We're frequently encouraged to be "creative" and "innovative" though lack tools to be able to do so. This training introduces a methodology to apply creative thinking to problem solving.

**Process Improvement 101:** Introduces Lean process improvement concepts and tools that can be applied immediately.

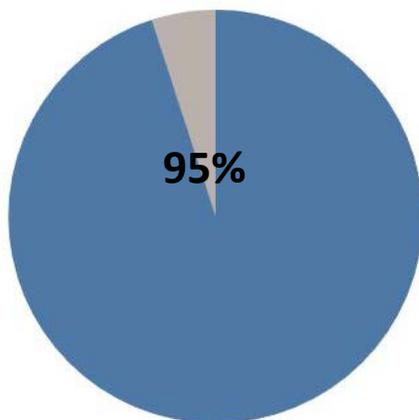
**Facilitator Training:** Build basic facilitation skills to run effective, meaningful and productive meetings and guide collaborative conversations.

**Standard Operating Procedures:** Understand the components of an effective SOP and the benefit of creating an SOP in an engaging way, utilizing real-life examples.

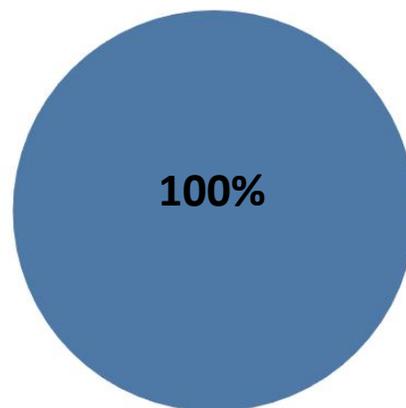
**Masters Accounting Students:** Provided process improvement coaching and resources for Masters students completing the Internal Audit Course to support their semester project work.

In 2018, the Process Transformation team gathered post-training results. Of those responding to the surveys, these are the results:

I will be able to apply what I learned to my work.



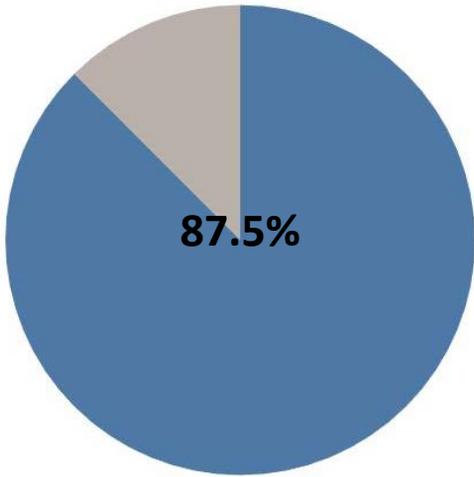
The presenter was knowledgeable about the material.



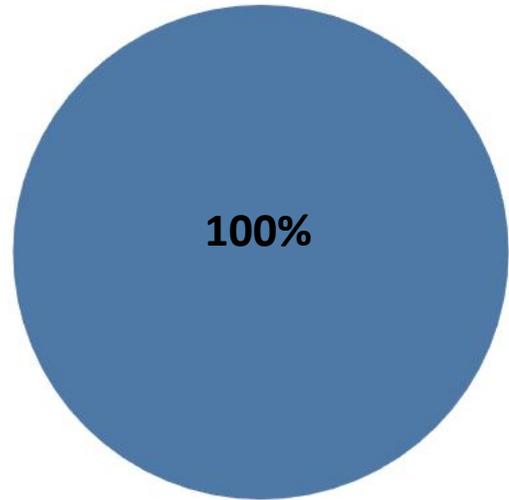
## Project Satisfaction

Survey results from post-event survey respondents:

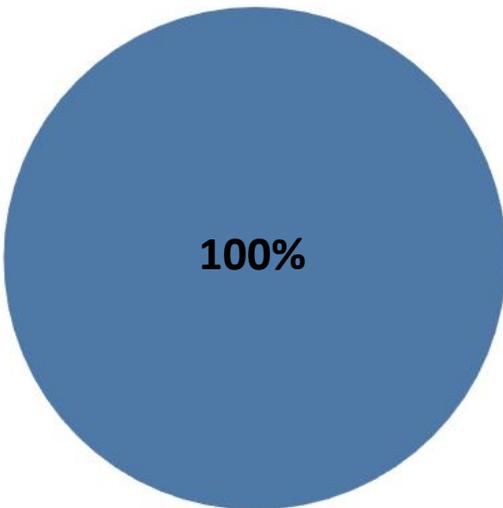
The event was a valuable way to spend my time.



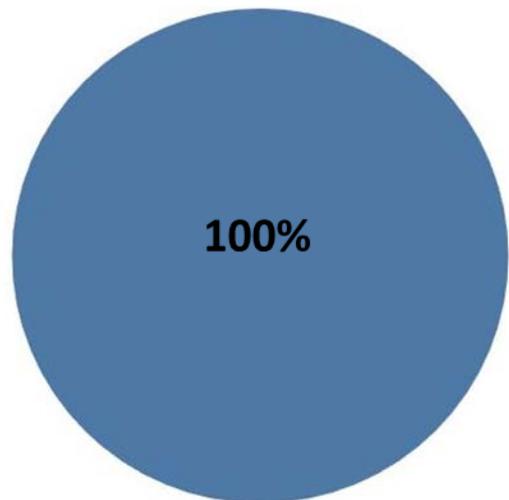
I understand how the process improvement approach will be applied to this project.



I had a positive experience.



The presenter was neutral and provided equal opportunities for engagement.



## Current and Continued Projects

**College Completion:** The team goal is to identify barriers to graduation for students (who fit the definition of completers as defined by the workgroup), clarify and communicate processes to overcome these barriers and facilitate completion by bringing together relevant offices for improved collaboration.

**Smart Cards:** In collaboration with Auraria campus community representatives, MSU Denver is driving the initiative to integrate multiple systems to create and obtain student usage reporting purposes. The overarching project goals are to: Increase efficiency of the overall badging process; Decrease errors in access matrices and improve the overall student experience as it relates to badge acquisition; Decrease cost and improve usage; Gain accurate student usage data. The larger project has 3 currently active subgroups addressing the following topic areas:

**Invoicing:**

Goals: Decrease the time spent on manual entry; Create value-based flow that could be standardized across the Auraria campus

**Access:**

Goals: Ensure every employee has 100% base workspace access on their first day of work; Create a standardized matrix used by all MSU Denver Access Coordinators

**Student ID Cost:**

Goals: Eliminate the cost and payment at the point of transaction for all MSU Denver students at the Campus Bookstore

**Automatic Withdrawals and the Tuition and Fees Appeal Processes:** Team launched in December 2018 and will focus on minimizing student pain points, eliminating identified waste and redundancies in each of the processes. Impact measure are being identified.



Members of the Smart Card workgroups offer a “fireside chat” (left) and participate in a “Gemba Walk” (right).



## Partners and Community Connections

**Colorado Lean Network (CLN):** The CLN offers trainings, networking and other events to help inspire, develop and support improvement practitioners.  
(<https://coloradoleannetwork.org/about/>)

**Network for Change and Continuous Innovation (NCCI):** NCCI aims to advance change and innovation in higher education. MSU Denver has been a member of NCCI since 2017 and engaged in webinars, learning communities and their annual conferences. Sarah Buller currently serves on their annual conference planning committee as it will be held in Denver, Summer 2019.



**Relationships with Community Lean Leaders:** Denver Health Hospital is the leading authority in Lean in health care nationwide and Peak Academy, leads the City and County of Denver in process improvement trainings and projects. Relationships with Denver Health and Peak Academy have provided resources and rich learning experiences to MSU Denver's process transformation team.



## Process Transformation Team



Sarah Buller is a certified Lean Six Sigma Black Belt and a Licensed Professional Counselor, holding a Master's Degree in Counseling Psychology from the University of Denver. Sarah began her process improvement journey while serving at Denver Health Hospital in 2014 and joined the MSU Denver community in the role of Process Transformation Specialist in September 2017. What drives Sarah to do the work that she does is her passion for supporting individuals, teams and organizations to navigate the change journey with compassion, patience and respect resulting in meaningful and sustainable outcomes.

## Learn More About Process Transformation

### Early Bird Article

<https://msudenver.edu/early-bird/2019/01/14-process-transformation.shtml>

### Website:

<https://msudenver.edu/process-transformation/>

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