

Process Transformation Quarterly Report January-March 2019

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METROPOLITAN STATE UNIVERSITYSM
OF DENVER

Process Transformation Report: January 2019-March 2019

This report intends to provide a summary of the progress and status of current process improvement projects, facilitation work and trainings.

Process Transformation Project Phases	
1. Inquiry and Scoping	4. Implementation: Experiment and Action
1. Current State: Review and Assess	5. Success: Assess Effectiveness
1. Future State: Plan and Prepare for Change	6. Sustain: Control and Maintain Changes

Quarterly Snapshot:

- Number of Active Current Process Improvement Projects: 4
Active Projects:
 - College Completion Subgroup
 - Smart Cards: Invoicing, Access and Student ID Costs
 - Automatic Withdrawals, Tuition and Fees and SAP Appeals
 - Budget Operations
- Number of Events held (Process Improvement sessions, trainings and facilitations): 13

Program Highlights:

- Launched “Process improvement Operational Excellence (OpEx) Training Institute” on March 19th, 2019
 - Participants represent 11 departments across campus
 - Co-training with Accounting Professor and Master Lean Six Sigma Black Belt, Jim Murphy
- Hired student employee, Savannah Bustos as the first-ever Process Improvement Coordinator
- Provided facilitation and process improvement coaching to Academic Departments (CLAS and Earth and Atmospheric Sciences)
- Co-facilitated the 2-day Administration Branch Retreat resulting in branch cohesion and preliminary identification of branch values

Active Process Improvement Project Update

Project Title: Automatic Withdrawals, Tuition and Fee and SAP Appeals
Phase: Current State

Goal: To eliminate the “Roadrunner run-around” for students by: minimizing confusion between offices, decreasing stress levels of students completing these forms and decreasing the amount of redundancy that overlaps with all three processes.

Sponsor(s)	Braelin Pantel, Dean of Students
MSU Denver Departments Involved	Bursars, Registrars, Financial Aid and Dean of Students
Status	The team is ready to begin their current state mapping of the process and begin identifying inefficiencies. Next meeting scheduled for 5/8/19.

Project Title: College Completion Subgroup
Phase: Future State

Goal: 975 out of 1,500 students who have applied for Spring Graduation 2019 are not on track to graduate out of 1500. The goal is to increase the number of students who are eligible for graduation and minimize the number of rollover students for summer graduation.

Sponsor(s)	Enrollment Management and Undergraduate Studies
MSU Denver Departments Involved	Undergraduate Studies, Roadways, Registrar’s Office, and Center for Individualized Learning and College Completion
Status	The College Completion group has narrowed their project scope in order to focus on students who have applied for Summer graduation 2019. The group has completed a root cause analysis and will begin brainstorming solutions to support these students through graduation.

Active Process Improvement Project Update

Project Title: Smart Cards Access Subgroup
Phase: Implementation

Goal(s):

1. To ensure that every employee has base access to their workspaces on their first day of employment 100% of the time.
2. Decrease the amount of time MSU Denver Access Coordinators and Access Control spend on matrix data input.
3. Standardize access levels for all departments.
4. Decrease approximately 2,000 inputs/week from MSU Denver received by Access Control down to 7 (Batch request 1x/day instead of randomly, multiple times/day)
5. Campus Bookstore to encode ALL badges to eliminate the transport step of needing to go to the Access Center for encoding.
6. Obtain student usage data: In order to gain access to student usage data, the Millennium system utilized by AHEC Access Control needs to communicate with the MSU Denver system, Banner. We need to ensure IDs are encoded (therefore connected to Millennium with Access Control) in order to be able to report this information captured by the badge readers.

Sponsor	Vicki Golich, Provost
Departments Involved	AHEC IT, Access Control and the Campus Bookstore and representatives from the following MSU Denver departments: IT, Chemistry, Learning and Development and Human Resources
Status	<p>The team has entered into the implementation phase. The following data has been collected:</p> <ol style="list-style-type: none">1. AHEC Access Control: Decreased the time to make changes and edits in the Millennium system from the matrix from 10 minutes/person to 1 minute/person resulting in hours saved when doing multiple updates.2. Reported from the Department of Chemistry Access Coordinator after pilot test: Decreased the amount of time to submit access requests from 30 minutes to 5 minutes using the new standardized matrix system.3. All badges are now automatically encoded at the Campus Bookstore <p>The team is scheduled for their 60 day check-in on May 7th, 2019 to review progress and next steps.</p>



Active Process Improvement Project Update

Project Title: Smart Cards Invoicing Subgroup
Phase: Implementation

Goal(s): The current invoicing process for Smart Card badging between AHEC, The Campus Bookstore and MSU Denver contains rework, errors and excessive transport of information and forms. The result can lead to invoices being lost and left unpaid. The purpose of this group is to eliminate the identified waste and collaboratively produce a more efficient invoicing system.

Sponsor(s)	Vicki Golich, Provost
Departments Involved	AHEC Accounting, Campus Bookstore and MSU Denver Budget and Accounting departments
Status	<p>Pending approval of proposed changes the following improvements will be made:</p> <ol style="list-style-type: none"> 1. ID form will be eliminated entirely 2. Moved to one budget line item for faculty/staff ID badges instead of being charged to individual the departments. This change anticipates the following savings: Decrease in time NEO team spends collecting/correcting ID forms; ID Center would not have to collect or transport ID forms to various locations across campus.

Project Title: Smart Card Student ID Cost Subgroup
Phase: Implementation

Goal(s):

1. Remove dollar and wait time costs for students associated with paying for and receiving ID badge at the Campus Bookstore where point of sale occurs.
2. Get more badges in the hands of more students in order to encourage use and access of available campus resources. (This will allow MSU Denver to track student usage and make decisions on how students are using University resources.)

Sponsor(s)	Enrollment Management and Undergraduate Studies
MSU Denver Departments Involved	Undergraduate Studies, Roadways, Registrar's Office, and Center for Individualized Learning and College Completion
Status	The College Completion group has narrowed their project scope in order to focus on a clearly defined student population. The group has completed a root cause analysis and will begin brainstorming solutions.

Active Process Improvement Project Update

Project Title: Budget Operations Phase: Scoping	
Goal: Pending	
Sponsor(s)	Cipriana Patterson, Deputy Budget Director, Budget Office
MSU Denver Departments Involved	Pending
Status	Meetings are being held with sponsor to understand scope of project and build awareness among leadership regarding project.



Training and Coaching

Training and Coaching: Process Improvement Operational Excellence (OpEx) Training Institute PILOT

Description: Participants attend 6, 4 hour training sessions every other week learning process improvement tools and methodology, basic facilitation skills and change management concepts. Participants attend individual coaching sessions and are required to complete and present a process improvement project from their area. The PILOT launched on March 19th and will end with a celebration of completion and presentations in June 2019.

OpEx PILOT Highlights:

- Participants represent 11 departments across campus
- The course is taught in collaboration with Accounting Professor and Master Lean Six Sigma Black Belt, Jim Murphy
- The course reached max capacity – 15 of 15 spots were filled

Coaching

Earth and Atmospheric Sciences

Description: Individual facilitation coaching session provided to faculty member for facilitation skills tools and coaching for an upcoming departmental meeting.

College of Letters, Arts and Sciences:

Description: Provided process improvement coaching to Dean of CLAS.

Training Requests

Staff Senate: Process Improvement 101



Facilitations

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Administration Branch Annual Retreat

Description: In collaboration with Lisa Main, designed and facilitated the Administration Branch retreat held over 2, 6 hour sessions.

