



## Process Transformation Quarterly Report

### September 2018

This report intends to provide a summary of the progress and status of current process transformation projects, facilitation work and pending project requests.

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

### Program Snapshot

#### Impact Measures:

- **Total Current Projects: 15**
  - Scoping Phase: 6
  - Current State: 2
  - Future State: 1
  - Implementation: 4
  - Sustain: 1
- **Number of Facilitations Completed July 2018-September 2018: 15**
- **Total Number of Facilitation hours: 38.25 Hours**
- **Total Estimated Number of Departments Involved in Process Transformation Events: 56**

#### Cost Savings Highlights:

- **Budget Office:** Decreased time spent reconciling Master's Faculty Budgets from 40 hours annually down to 2 hours; Decrease in overall spreadsheets used in programs from 6 to 1
- **External Lease Process:** Testing new workflow that will decrease the cycle time from 8-10 months to 63-70 days

# Summary of Current Process Transformation Projects: July 2018-September 2018

## Active Projects

### Project Title: Smart Cards and MSU Denver Badging

**Sponsors:** Vicky Golich, Provost

**MSU Denver Departments Involved:** Facilities, Enrollment Services, Academic Advising Systems, Human Resources, Campus Recreation, Student Engagement and Wellness, Security, IT, Roadways,

**External Involvement:** AHEC, Millennium

**Status:** A collaborative, full-day Future State Mapping was completed on 7/12/2018. From this work, six sub-workgroups have been created. Of these six workgroups, three groups have been prioritized and will be addressing the following areas: Access, Invoicing and Student ID Cost. Each workgroup is in the process of developing their project charter and looking at current state.

#### **Goals:**

1. Collaborate with the Auraria campus community to allow MSU Denver access to the smart card data with a database integration for reporting purposes.
2. The goals of the MSU Denver badging process improvement efforts are to:
  - Increase the efficiency of the MSU Denver owned steps in the overall badging process by decreasing wait times for access
  - Improve communication between handoffs
  - Decrease amount of errors in access matrices.
  - Pending Goal: Decrease in cost of the badges for MSU Denver students (whom currently pay \$22 out of pocket).

#### **Problem:**

1. There is a lack of clarity of the badging process between AHEC, MSU Denver and other stakeholders which creates delays, confusion and rework. MSU Denver does not have access to data that is or could be collected from badges regarding student usage.
2. The current MSU Denver badging system for students, faculty and staff contains confusion, rework, information errors and time spent waiting for proper access for the individual receiving the badge.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
Kickoff 4/26/18		Time, Cost Savings, Errors in matrices, decrease handoffs and paper forms	Future State

**Project Title: MSU Denver Owned Spaces, Lease Process**

**Sponsors:** George Middlemist, CFO and Interim VP of Administration

**MSU Denver Departments Involved:** Facilities, Accounting Services, Administration VP Office, Budget Office

**External Involvement:** Lessee, Building Owner where lease is taking place

**Status:** The team is scheduled to review and finalize the new process and develop a stabilization plan on 10/5/2018. The projected completion date for the SOP is 11/1/2018. It is anticipated that the new process will decrease the cycle time from 8-10 months to 63-70 days.

**Goal:** MSU Denver will develop a clear process for how to create, process, pay and administer lease agreements with external entities minimizing the amount of confusion, errors and waiting that will increase revenue and generate an increase of interested lessees.

**Problem:** MSU Denver does not have a known and well-communicated established process(es) on how to create, process, pay, and administer lease agreements with external entities which creates confusion, errors/rework, delays/waiting and excess processing (redundant work or extra effort that does not add value), for MSU Denver staff involved as well as for the external renter.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
Kickoff 4/25/18	8/14/2018	Time, Handoffs	Future State

**Project Title: College Completion**

**Sponsors:** Lori Kester, AVP of Enrollment Management and Elizabeth Parmelee, Director of Undergraduate Studies

**MSU Denver Departments Involved:** Enrollment Management, Undergraduate Studies, Roadways, Registrar's Office, Center for Individualized Learning and College Completion

**Status:** Team members completed a current state session where data was collected from a random sample of students. Survey results identified that most of the students seek information for graduation from their Advisors. Action items based on the feedback were created and impact measures will be identified in the team's next meeting, scheduled for 10/15/18.

**Problem Statement:** The lack of not having a clear process for the students (defined below) to follow creates confusion for both students and staff contributing to: gap in completion rates, inequality of services and lack of knowledge regarding what supports/resources are available, wasted/duplicated time/effort for staff, incorrect course selection and the "run-around".

**Goal Statement:** Our purpose is to identify barriers to graduation for students who fit the definition of completers and to clarify and communicate processes to overcome these barriers and facilitate completion by bringing together relevant offices for improved collaboration.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
Kickoff 8/14/2018	3/2019	To be Identified 11/1/18	Current State

**Project Title: Injury/Incident Reporting on Campus**

**Sponsors:** Braelin Pantel, Dean of Students

**Departments Involved:** Student Engagement and Wellness, Auraria Health Center, General Council, Facilities

**Pending Involvement:** AHEC, Auraria Police Department

**Status:** The group has collaborated with the Marketing and Communications department to create a communication plan, including Early Bird articles and talking points for various speaking engagements across campus, to inform the campus community about the new webpage. Team members are also focused on reviewing current reporting forms to create one standardized form to be used across campus.

**Goal:** To develop clear process for injury/incident reporting that is accessible to all stakeholders. Develop clarity regarding when, where and how to share information and how that information is used.

**Problem Statement:** There is a lack of clarity on where/how to share information/report when an incident occurs on campus which results in an injury or could have resulted in an injury. Members of our community do not have clear information on what to do during this type of event/difficult situation causing confusion and potentially increasing the risk of harm.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
1/16/2018	3/2018	Number of forms used, Number of Reported Incidents, Number of Claims Filed	Implementation

**Project Title: Marketing and Communications Process Improvement Taskforce**

**Sponsor:** Chris Mancuso, Manager of Web Communications

**Departments Involved:** Marketing and Communications

**Status:** The Process Improvement Taskforce has requested facilitation on project prioritization along with current state mapping to better understand internal roles and streamline customer requests. Next meeting currently pending.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
8/29/2018	Pending	Pending	Scoping

**Completed Projects**

**Project Title: Master’s Faculty Budgeting**

**Sponsors:** Cipriana Patterson, Budget

**Departments Involved:** Budget, Payroll, HR, School of Social Work, Provost Office, School of Education, School of Business

**Status:** The team held their Wrap-up meeting to discuss the stabilization plan for the new process and discussed how the team can continue to work together to tackle other difficult problems facing Master’s Programs.

**Metrics:**

- Budget Office: Decreased time spent reconciling Master’s Faculty Budgets from 40 hours annually down to 2 hours
- Decreased number of spreadsheets used to calculate costs from 6 to 1 across programs
- Master’s Fiscals qualitatively report less confusion, fewer errors resulting in time savings and decreased stress
- Overall error count decreased by nearly 100%

**Goal:** Reduce amount of errors in budget reports for Masters Faculty and decrease time spent on rework on Masters Programs budget; create a standardized budget process that can be followed by each existing school which can be provided to newly developed programs; Ensure that programs maintain self-sustaining status through accurate projections and standardized reporting methods.

**Problem Statement:** It takes too much time to reconcile and review all the budget information given to Cipriana Patterson from the Masters Programs. There is a high level of variability and error in the information provided causing significant rework for the Budget office and Masters Schools. The budget office spends around 8-9 hours minimum per program x 5 programs = 40/45 hours on rework and reconciling each year. Various steps throughout the current process occur twice a year for an additional average total cost of 20 hours.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
12/5/17	Completed 9/17/2018	Errors, Time	Sustain

## Summary of Requests:

### Process Transformation Requests:

#### MSU Denver Provost Office and Human Resources: Supplemental Salary

**Contact:** Vicki Golich, Provost; Yadira Solis, Student Employee HR

**Request:** Two separate requests received to review current process for Salary sup including order and need for signatures and overall revision of form.

**Status:** Scoping meeting with representatives from the Provosts office held on 8/23/18 to address scope and project goals. Next step is to attend the Additional Compensation for Faculty Policy scheduled for 10/3/18 and reschedule scoping meeting with representatives from HR.

#### Vacancy Savings

**Contact:** Cipriana Patterson, Budget Office

**Request:** Process Transformation for Vacancy Savings

**Status:** Scoping meetings have been held and team members are being identified. Kickoff meeting pending.

#### Purchasing Process

**Contact:** Liza Larsen, Director of Accounting and Beth Christensen, Contracts Manager

**Request:** Process Transformation to review the overall purchasing process

**Status:** Scoping meeting completed on 8/9/18. Action items were identified prior to initiating kickoff meeting to further explore scope and need. Follow-up meeting pending.

#### AWs, Tuition and Fee Appeals, etc.

**Contact:** Braelin Pantel, Dean of Students

**Request:** Process Transformation to review overlap in AWs and Appeals processes.

**Status:** Scoping meeting scheduled for 9/26/18

#### Data Requests

**Contact:** Sarah Harman, Executive Director of Office of University Effectiveness

**Request:** Streamline the process by which data requests are made

**Status:** Scoping meeting scheduled for 9/26/2018

## **Facilitation and Training Requests**

### **Facilitation and Training:**

#### **Project Title: HSI Program Planning Facilitation**

**Sponsor:** Angela Marquez, Associate to the President for HSI

**Departments Involved:** Office of the President, Immigrant Services, Office of Diversity, Admissions, College of Letters, Arts and Sciences, Financial Aid, Advancement, Center for Advanced STEM Education, Human Resources, Advanced Manufacturing Sciences Institute, Equal Opportunity, Student Success, Center for Multicultural Excellence, LGBTQ Student Resource Center, College Assistant Migrant Program, TRIO, Department of Modern Languages, Athletics, Office of the Registrar's, Center for Equity and Student Achievement, Office of University Effectiveness

**Status:** Phase 1 of 4 in program planning was completed on 9/17/18. A Practical Vision Chart was created by all participants, identifying areas of focus. The next session to review constraints is scheduled for 10/15/18.

**Goal:** To solidify the HSI Taskforce's vision for the next 3-5 years, clarify actionable items for the upcoming year and create criteria for grant applications.

#### **On-going Facilitation: Defenders (formerly the Frontrunners) Cohort 3 Co-Facilitation**

**Sponsor:** George Middlemist, CFO, Interim VP of Administration

**Request:** Co-facilitate (with Leone Dick) monthly inclusive leadership groups with identified AFF Defender staff.

**Projected End Date:** On-going