



Process Transformation Quarterly Report

October-December 2018

This report intends to provide a summary of the progress and status of current process improvement 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

Process Improvement Snapshot 10/2018-12/2018

Impact Measures:

- **Total Current Projects: 10**
 - Pending Requests: 2
 - Scoping Phase: 2
 - Current State: 0
 - Future State: 4
 - Implementation: 1
 - Sustain: 1
- **Number of Facilitations Completed from October-December 2018: 24**
- **Total Estimated Number of Departments Involved in Process Transformation Events YTD: 58**
- **Number of Projects Completed this Quarter: 4**

Project Highlights:

- The HSI Taskforce identified their strategic directions for 2019, supporting upcoming grant proposal selection.
- A comprehensive webpage was developed by the Incident/Injury Reporting workgroup that identifies injury and incident resources and contact information. The purpose of the website is to minimize existing confusion, providing clear direction thereby filtering communications to the appropriate contacts and providing access to necessary resources.

Summary of Current Process Transformation Projects: October-December 2018

Active Projects

Project Title: Automatic Withdrawals and Tuition and Fee Appeals

Sponsors: Braelin Pantel, Dean of Students and Lori Kester, VP of Enrollment Management

MSU Denver Departments Involved: Bursars, Registrars, Financial Aid and Dean of Students

Status: The group is scheduled for its project scoping event on 12/20/18. Goals, scope and impact measures will be identified.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
Kickoff 12/20/18	May 2019	Yet to be identified	Scoping

Project Title: 5S of VP Copy Room

Sponsors: Leone Schulz, VP of Administration Chief of Staff

MSU Denver Departments Involved: VP Office, Budget and Human Resources

Status: The group completed the kickoff meeting on 12/10/18. The group will complete the "Sort" phase of the project on 12/20/18.

Goal: To organize and maximize the space of the VP copy room.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
Kickoff 12/10/18	January 2019	Time to locate items, Number of items removed from space	Implementation

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.

Access Workgroup:

Status: The Access Workgroup includes representatives from AHEC IT, Access Control and the Campus Bookstore and representatives from the following MSU Denver departments: IT, Chemistry, Learning and Development and Human Resources. The group is currently creating their future state and identifying gaps between current and future states.

Goals:

1. Every employee has 100% base access on their first day of work
2. Standardize the spreadsheet used by Access Coordinators to utilize “groups” thereby:
 - a. Decreasing the amount of time spent on manual entry for Access Coordinators and for Access Control
 - b. Increasing the percentage from of departments who use groups from 10% to 100%

Invoicing Workgroup:

Status: The Invoicing Workgroup includes representatives from AHEC Accounting, the Campus Bookstore and MSU Denver Budget and Accounting departments. The group completed a Gemba walk and multiple root cause analysis to identify wastes that exist in the current state.

Goals:

1. Decrease time spent on manual entry
2. Create a value based flow that has the potential to be standardized across the Auraria campus

Student ID Cost:

Status: The Student ID Cost Workgroup includes representatives from the Campus Bookstore, MSU Denver Budget Office, MSU Denver Roadways, MSU Denver’s Dean of Students Office. The group is brainstorming ways to create an ideal state of eliminating the “out of pocket” cost for all students by absorbing the cost in a general matriculation fee.

Goals: Eliminate the cost and payment transaction for all MSU Denver students at the bookstore.

Overall Smart Card Project 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	Phase 1: July 2019	Time, Cost Savings, Errors in matrices, decrease handoffs and paper forms	Future State and Implementation

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, and Center for Individualized Learning and College Completion

Status: Team members completed a gap analysis between the current and future state on 12/10/18. This analysis identified current wastes that will then be prioritized for next action steps and root cause analysis.

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 1/2019	Future State

Completed Projects

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	Completed 10/2018	Time, Handoffs	Sustain

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 created and launched a comprehensive webpage that identifies campus injury and incident reporting resources and campus-wide contact information. The group has created a summary of their work, including proposals for next steps that will be presented to decision makers.

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	Completed 10/2018	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 Marketing and Communications Process Improvement Taskforce received training and coaching on Standard Operating Procedures and process improvement concepts. Process improvement coaching will continue to occur as needed upon request.

Start Date	Projected Completion Date	Metrics Tracked	Current Phase
8/29/2018	Completed 11/2018	Number of SOPs completed	Implementation

Summary of Requests:

Process Transformation Requests:

Budget Operations

Contact: Cipriana Patterson, Budget Office

Request: Process Transformation for campus wide Budget Operations

Status: Scoping meeting scheduled for 12/17/18.

Transcript Evaluation

Contact: Lunden MacDonald, Director of Roadways

Request: Review and improve transcript evaluation and course approval process

Status: Scope and prioritize request.

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: Project pending

Purchasing Process

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

Request: Process Transformation to review the overall purchasing process

Status: Request has been closed.

Data Requests

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

Request: Streamline the process by which data requests are made

Status: Project on hold due to organizational structural changes impacting stakeholders.

Facilitation and Training Requests

Facilitation and Training:

Project Title: Administration and Finance Branch Retreat

Sponsor: George Middlemist, Interim VP of Administration, CFO

Departments Involved: Admin Branch

Status: Planning committee is meeting every 2 weeks to create goals and design.

Goal: To build a shared understanding of branch culture

Completion Date: Spring 2019

Project Title: Office of the Registrar Audit Review

Sponsor: Connie Sanders, Registrar

Departments Involved: Office of the Registrar

Status: Complete

Goal: Engage the entire department in dialogue regarding office culture and to identify strengths and opportunities for overall improvements. Provide an opportunity for new leadership to communicate values and listen to staff.

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: Complete

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