Office of the Vice President for Management and Budget

Process Simplification
2010 – 2011 Annual Report

August 29, 2011
Overview

Process Simplification (PS), the University’s formal improvement effort, seeks to enhance the quality, effectiveness, and efficiency of processes that affect faculty, staff, and students and to build institutional capacity for continuous improvement efforts. In 2010-11, Process Simplification pursued this mission through the work of cross-functional projects, education and outreach opportunities for employees, and active solicitation of improvement ideas.

Process Simplification projects addressed improvements in varied areas of the University including the production of maps of Grounds, conference organization and planning, training administration and the delivery of the training program, and a new internal financial model. PS coordinated and delivered several educational sessions for faculty and staff to learn about improvement tools and approaches, including a “Rapid Fire Approach to Process Simplification,” a fast-paced, group interactive-learning experience. This training was given to approximately 60 members of the Financial Outreach Group, leaders in the finance organization reporting to the Vice President and Chief Financial Officer. PS began planning to establish a ‘community of continuous improvement’ with the intent to provide a forum to showcase improvement successes and to provide a formal means for sharing ideas across the institution.

The PS Advisory Committee (PSAC) met on a monthly basis throughout the year and in February 2011 began working with the new Director of Process Simplification to strategize the direction for the Process Simplification program. The PSAC reconfirmed the mission and vision as well as roles and membership of both the Advisory and Steering Committees. They provided assistance with the identification and prioritization of projects for PS participation and based their decisions on the alignment with the University’s strategy and goals and the potential magnitude of impact. The PS Steering Committee (PSSC) met in May 2011 and confirmed the PS vision, mission, roles, strategy and roadmap. As a result, Process Simplification is now positioned to work on those projects that will bring the most value to the University.

PS is grateful for the commitment and support of both the Steering and Advisory Committees. For a list of committee members and PS staff, see Appendix A: Process Simplification Committees and Staff Members.

The following report provides a brief summary of each initiative in 2010-11. For more information, full project reports are available on the PS web site: http://www.virginia.edu/processsimplification/

The Director of Process Simplification, the Assistant Vice President for Management and Budget, and the Vice President are committed to leveraging the formal improvement effort for the overall betterment of the institution. At this time, the work will be executed with current PS staff and will rely upon the vast expertise within the University community to serve on teams and provide subject matter perspective. PS will continue to execute team-based project improvement work in partnership with key stakeholders, participate in strategic improvements where feasible, and foster an improvement-conscious culture.
PROCESS SIMPLIFICATION - SUMMARY OF ACCOMPLISHMENTS

• Three new projects were initiated in 2010-2011:
  o School of Medicine Clinical Budgeting Process
  o New Internal Financial Model
  o Fine Arts Collectibles Inventory

• Three projects were completed in 2010-2011:
  o Postdoctoral Onboarding (completed Oct. 2010)
  o UMapIT (completed June 2011)
  o School of Medicine Clinical Budget Process (completed June 2011)

• Four projects will continue into 2011-2012:
  o Training Alignment Team
  o Conference Organization and Planning
  o Fine Arts Collectibles Inventory
  o New Internal Financial Model

PROJECT DESCRIPTIONS AND STATUS

Appointment of Postdoctoral Researchers
Postdoctoral researchers represent a major component of the research enterprise at U.Va. and are essential to maintaining and expanding research productivity and funding. The postdoctoral appointment is temporary and conferred upon an individual who has recently been awarded a Ph.D. or equivalent doctorate in the appropriate field and who will be involved in full-time research or scholarship. The process of initiating a postdoctoral appointment is highly decentralized and requires considerable coordination among many offices. There currently exists no standardized, formal process for hiring postdoctoral researchers, and the University does not have a dedicated, central office for postdoctoral scholars. As a result, research administrators among the various schools have identified challenges that delay the appointment of postdoctoral researchers. In addition, postdocs face a distinctive set of problems and uncertainties most frequently dealing with the policies, procedures, and benefits that are applicable to their unique position at the University. Process Simplification was asked to research and make recommendations for improvement to the postdoctoral program.

Outcome: In October 2010, PS analyzed the current postdoctoral program and identified opportunities for improvement. Recommendations included increasing efficiency and effectiveness of the program by establishing standard policies and procedures, clearly defining and clarifying the role of postdoctoral researcher; expanding the current postdoctoral program office as well as expanding and clarifying the role of the director. The final report was distributed to representatives from the Office of the Vice President for Research and the Office for Research in the School of Medicine, who will further assess the recommendations and designate personnel in their respective areas to lead the implementation of selected improvements.
University Mapping Implementation Team (UMapIT)
The University Mapping Implementation Team (UMapIT) was created to develop and implement the University Mapping Initiative (UMI) team recommendations. The UMI team found that the development of University maps was the responsibility of numerous offices across Grounds, resulting in the duplication of effort and a variety of mapping styles. Even though these entities shared information and collaborated across departmental lines, outdated maps were still produced.

**Outcome:** The UMapIT team implemented many of the UMI recommendations and improved University maps and reduced the costs associated with their production and distribution. They centralized mapping information and services, using equipment and materials more efficiently, standardizing processes to improve the appearance and accuracy of University maps, and promoted the availability of University maps and mapping tools.

UMapIT established a coordinated but distributed virtual mapping office, consolidated existing base mapping resources, designed an online self-service mapping portal for the University community, and promoted the availability of mapping and GIS resources across Grounds. UMapIT initiative was successfully realized and completed in June 2011.

School of Medicine / University Physicians Group (Health Service Foundation) Clinical Budget Process
Process Simplification was asked to map the School of Medicine / Health Services Foundation clinical budget process. This very complex clinical budgeting process had not been mapped in detail, and the lack of understanding the key relationships and steps of the process was a barrier to progress on a related software system deployment to automate this budget process.

**Outcome:** In June, Process Simplification facilitated process mapping sessions in a rapid turnaround project (4 weeks) that was critical to moving the stalled software implementation forward. The mapping resulted in a streamlined budget process, which reduced the budget data gathering by 1 month, affording more time for critical analysis and executive decision-making. The project was completed in June 2011 and met the team’s immediate needs.

Training Alignment Team
Bringing together leaders from key provider areas and user groups at the University, the Training Alignment Team (TAT) exists for the purpose of: 1) devising a formal structure for coordinating training efforts across Grounds; 2) increasing institutional efficiency by improving communication and eliminating redundancy; and 3) ensuring training quality through common assessment standards.

2010-2011 Progress: Process Simplification continued to partner with UHR throughout the year to redesign an improved training program. Through PS facilitated sessions, the TAT has completed the initial redesign by process mapping the “cradle to grave” training process and identified opportunities for improvement throughout the process. These areas for improvement will be developed by the TAT team over the next few months to provide a quality, effective and
efficient training process that will be implemented in coordination with the new Oracle Learning Management System in 2012.

Conference Organization and Planning (COP)
The goal of the COP project is to streamline conference planning services for University employees, including conference hosts, planners, and participants; coordinate services among the various conference planning providers for increased efficiency and optimal use of resources; leverage technology for enhanced conference organization and planning; and promote the available conference planning resources to the University community.

2010-2011 Progress: Conference services has increased efficiency and effectiveness by consolidating resources, developing and documenting standard policy and practices and is currently in the process of branding, advertising and communicating their services throughout Grounds. The project will be completed in the fall after hosting open houses and meetings with departments to explain their expanded scope and promote their services. Performance measures will be developed to monitor this redesigned, one-stop shop service. COP is in the realization phase of the project.

Fine Arts Inventory of Collectibles
Process Simplification was requested to lead this project as a result of an internal audit report. The goal for this project is to establish the ownership, process, and a system for tracking the "inventory of collectibles" that are owned by the University but not housed within the UVa museums. These non-museum fine and decorative art items include art, furnishings, books, antiques, and museum-owned collectibles that are displayed around the University buildings and grounds. Many of these items are gifts or donations to the University. Currently, PS is collecting background information and defining the project scope. The project will continue into 2011-12 and is expected to be completed within the fiscal year.

New Internal Financial Model
The new internal financial model is a key strategic initiative for the University and is sponsored by the Provost and Chief Operating Officer. One of the president’s primary goals for this year, is the development of an internal financial model that emphasizes transparent decision-making, incentive-based allocations, and prudent stewardship of the University’s resources. A steering committee comprised of vice presidents and deans is providing oversight and making policy decisions as the University replaces its current resource allocation model and implements the new model with improved financial reporting. The current project, which formally started with a launch by President Sullivan in May 2011, is expected to implement for the 2013-2014 fiscal year.

2010-2011 Progress: In May, Process Simplification partnered with the new financial model project team and took on the responsibilities of the interim Project Director until the permanent director can be hired. This role has been responsible for developing the project scope, timeline and budget and has managed the project through the conceptual study phase of the project. PS has worked closely with the Co-sponsors, Steering Committee and Core Work Group to initiate and organize this project to meet all milestones. Once the new project director is hired, PS will continue to work with the team and focus on development of the new budget and strategic
planning process, the development of performance measures for ongoing monitoring, and creating the mechanism for continuous improvement of the process following realization.

**OUTREACH AND EDUCATION**

**Training: “Rapid Fire Approach to Process Simplification”**
PS delivered a group interactive-learning experience about improvement approaches and tools. This two hour training was given to approximately 60 members of the Financial Outreach Group, leaders in the finance organization, who report to the Vice President and Chief Financial Officer.

**Summer Education Series: “Introduction to Process Improvement”**
An Introduction to Process Improvement class was conducted in the summer of 2010, co-sponsored by Leadership Development and Process Simplification. The class of approximately 20 attendees from across the University represented departments such as Housing, the Darden Graduate School of Business, the Office of the President, and the Department of Athletics. The class was comprised of four 3-hour sessions and focused on the basic principles of process improvement: methodology and tools, facilitation, and working with teams, and provided active learning exercises to gain experience with process improvement tools.

**Community of Continuous Improvement**
Process Simplification seeks to establish a sustainable framework to have individuals from all across the University with an interest in improvement work regularly engage with one another for the benefit of the institution. The community concept appears to be a good mechanism to achieve this connectivity. PS met with others who have successfully established communities and inquired how best to get started. Due to other project demands this creation of a Community of Continuous Improvement was temporarily suspended. Establishing this community is a high priority for 2011-12.

**SERVICE TO THE PROFESSION**

**Showcasing Successful University of Virginia Improvements**
PS has assisted units across Grounds to draft submissions for various awards that recognize improvement efforts, both PS and department-led initiatives. This year a proposal, highlighting the University’s Records Management Program, was prepared for the National Consortium for Continuous Improvement (NCCI) - Leveraging Excellence Award. While Records Management was not selected to receive an award, it was beneficial to document its success and simultaneously increase the visibility of the University’s commitment to continuous improvement among higher education institutions.

**Mentoring Others throughout the University**
The Director of Process Simplification has served as a mentor to project leads, project managers, group/department heads, and other interested persons and shared her expertise and knowledge about methodologies, tools, and project management best practices. She has been a resource for the project management staff on several high-visibility projects for the School of Medicine, University Physicians Group (Health Services Foundation), and Human Resources. She also
participated in continuous improvement opportunities with the IT project management community and the Procurement continuous improvement group. PS is committed to mentoring and coaching to build expertise and skills in process improvement throughout the University.

**Sharing Expertise and Learning from Others**

From time to time PS is called upon to share its expertise with other institutions. For example in the past year, the University of Washington sought PS’ guidance on developing an initiative for Organizational Effectiveness. More recently, PS reached out to the University of Michigan to gain insights into its effective customer survey program that provides feedback about the quality of internal services provided by one University department to another. This research will assist the Office of the VP for Management and Budget realize one of its 2011-12 organizational goals, and other departments interested in systematic feedback from its customers.

The University is an active institutional member of the National Consortium for Continuous Improvement in Higher Education (NCCI). The Assistant VP for Management and Budget just concluded two terms totaling six years on the Board of Directors. The AVP also presented at the annual conference in July 2011. This consortium advances administrative and academic effectiveness in higher education by identifying, promoting, supporting and sharing organizational practices among member institutions. NCCI addresses a range of topics related to continuous improvement in higher education, including organizational leadership, assessment, process improvement, strategic planning, organizational development, academic and administrative integration, and change management.
Appendix A: Process Simplification Committees and Staff Members

Steering Committee

Colette Sheehy, Chair, Vice President for Management and Budget
Milton Adams, Interim Executive Vice President and Provost
Pat Lampkin, Vice President and Chief Student Affairs Officer
Thomas Skalak, Vice President for Research
James Hilton, Vice President and Chief Information Officer
Yoke San Reynolds, Vice President and Chief Financial Officer
Leonard Sandridge / Michael Strine, Executive Vice President and Chief Operating Officer
Susan Carkeek, Vice President and Chief Human Resources Officer
Nancy Rivers, Chief of Staff to the President

Advisory Committee

Barbara Deily, Chief Audit Executive
Michael McPherson, Deputy Chief Information Officer
Rich Kovatch, Associate Vice President for Business Operations
Carol Stash Stanley, University Registrar
Christina Morell, Assistant Vice President for Student Affairs
David Smith, Professor of Environmental Sciences

Process Simplification Staff

Sarah Collie, Assistant Vice President for Management and Budget
Lee Baszczewski, Director of Process Simplification
Todd Parks, Doctoral Intern (part time)