



UNIVERSITY *of* VIRGINIA

Office of the Vice President for Management and Budget

**Process Simplification
2007 – 2008 Annual Report**

August 25, 2008

Process Simplification 2007 – 08 Annual Report

Overview

During the 2007-08 fiscal year, Process Simplification (PS) led and coordinated a variety of projects and initiatives. Team-based projects addressed improvements to processes in the areas of procurement, records management, exit procedures for faculty, academic program changes, communication of data security breaches, and advertising of faculty positions. Additionally, PS served in an advisory role for several projects led by other units in the University and contributed to the redesign of undergraduate admissions processes for the Student System, the analysis of the use of print publications, the creation of a system to track progress on the Quality Enhancement Plan, and the remediation of social security numbers. PS also delivered an *Introduction to Process Improvement* course to enhance the knowledge and skill sets of the University community, enabling them to engage in continuous improvement at the department and unit level.

The Advisory Committee met on a monthly basis and provided assistance with the identification of projects, selection of team members, and oversight of project progress. The Steering Committee met in January 2008 to review current projects. Process Simplification 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: Committee and Process Simplification Staff Members*.

In 2008-09, Process Simplification will continue to execute team-based, process improvement project work and commence several new efforts to foster a culture committed to continuous improvement. PS is currently planning two initiatives to educate and inspire the University community. In the fall of 2008, PS will host a University-wide conference, “Advancing Improvement and Innovation.” Also this fall, a formal program to solicit improvement project ideas from the University community will be introduced.

The following report provides a brief summary of each initiative embarked on in 2007-08. For more information, full project reports are available on the PS web site: <http://www.virginia.edu/processsimplification/>

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Team Based Initiatives

Facilities Management Procurement Analysis

An analysis was conducted in February 2007 to identify the most feasible and beneficial business model for Facilities Management (FM) to procure goods and services. At the time of study, the FM Materials Division had delegated procurement authority from central Procurement Services. Historically, this arrangement was initiated to meet the unique procurement needs of FM. As a result of this assessment, which included interviews, surveys, workflow analyses and cost analyses, it was determined that the FM procurement function could be best executed by central Procurement Services. In fall 2007, the function was relocated to Procurement Services. The change in responsibility and centralization of the function has yielded measureable improvements including: the elimination of two full-time positions; reduction in backlogs for small dollar purchases; reduction in the volume of paper requests; and reduction in delivery time of goods.

Team Members:

Eric Denby, Procurement Services
John McHugh, Procurement Services
Don Sundgren, Facilities Management
Jay Klingel, Facilities Management

Records Management

A team was established in March 2007 to examine current practices for the retention and destruction of records throughout the University and to propose improvements for more efficient, compliant and systematic records management. The project findings have led to an increased emphasis on records management. Beginning in the fiscal year 2009, responsibility for the records management function was transferred to the Vice President and Chief Information Officer from the Library. Staffing for the function will be increased and a full-time records management officer will be hired to develop a comprehensive records retention/destruction program. Improvements to the records management program will benefit the entire University community.

Team Members:

Madelyn Wessel, U.Va. Library
Christian Dupont, U.Va. Library
Sean Jenkins, Office of the President
Carolyn E. Fulk, Audit Department
Yvonne Hubbard, Student Financial Services
Susan M. Davis, Office of the Vice President for Student Affairs
Cindy Vaught, Office of the Executive Vice President and Provost
Aron Teel, Information Technology and Communication
Steve Wasserman, School of Medicine
Rick Seaman, Office of Strategic Planning and Analysis

Faculty Exit Procedures

In July 2007, a team was established to create a standardized checklist of exit procedures for all administrative/professional faculty, teaching/research faculty, and professional research staff to be executed prior to termination of employment. The checklist will improve tracking, compliance, and workflow of faculty terminations through improved coordination and communication among the various

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offices involved, such as the Executive Vice President and Provost (EVPP), University Human Resources, the Office of Environmental Health and Safety, and the departments and schools. The checklist categorizes responsibilities by departmental responsibilities and faculty member responsibilities. The checklist was initially distributed to Deans and Department Chairs in July 2008 by the EVPP and will be re-distributed periodically.

Team Members:

Dave Hudson, Office of the Vice President for Research
Susie Hoffman, Institutional Review Board for Health Sciences Research
Mike Glasgow, Office of Sponsored Programs
Becky Yancey, Office of the Executive Vice President and Provost
Rick Seaman, Office of Strategic Planning and Analysis
Neal Grandy, College of Arts and Sciences

Academic Certification Tracking

During the University's recent Southern Association of Colleges and Schools (SACS) re-accreditation, a concern emerged about the University's tracking of "substantive changes" to academic programs. In order to address this deficiency, a workgroup was formed in August 2007, to review University, State Council of Higher Education for Virginia (SCHEV), and SACS policies and procedures for the creation, alteration, and/or approval of academic programs and organizations. As a result of this comprehensive review, an internal database was developed to assist with the management of the various components of programmatic changes from initiation to completion. The database is currently in use.

Team Members:

Cameron Howell, Office of the President
E. Clorisa Phillips, Office of the Executive Vice President and Provost
Patricia A. Hartsook, Office of the Executive Vice President and Provost
Anna Benjamin, Office of the Executive Vice President and Provost

Communication Action Matrix for Data Security Notification

Recent security breaches of sensitive data revealed the need for explicit communication procedures for such incidents so that persons affected can be notified in a timely manner. In August 2007, a team was charged to create a data matrix to document sources and ownership of contact and address information for various populations (current/former faculty, staff, and students, donors, and others). The matrix serves as a repository of contact information, including a list of systems, reports, data elements, data owners, and contact information to streamline the notification process.

Team Members:

Brian Davis, Information Technology and Communication
Jane C. Fletcher, Office of University Development
George Stovall, Institutional Assessment and Studies
John C. Hill, University Human Resources
Kevin Savoy, Audit Department
John Teahan, Office of the Executive Vice President and Provost
Martha Wall, Integrated System Deployment and Support

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Combined Advertising of Faculty Positions

In January 2008, a workgroup was created to explore the feasibility and related benefits, if any, to combine multiple faculty position advertisements in one University listing. The workgroup assessed current usage of advertising venues; considered opportunities for cost-sharing; and conceived ways to educate and entice hiring officials to consider combined advertising. While actual combined advertising was not executed as a result of this project, specific efforts by Procurement, Office of Equal Opportunity, and Human Resources were completed to assist units and departments with their advertising efforts. The preliminary research and findings from this project will be useful to future efforts seeking a unified and cost effective process for advertising positions.

Team Members:

Kelli Palmer, Office of the President

Gertrude Fraser, Office of the Executive Vice President and Provost

Darlene Scott-Scurry, Equal Opportunity Programs

Lucinda Childs-White, University Human Resources

Advisory and On-going Initiatives

Student Systems Project (SSP) Undergraduate Admission Module

In October 2007, Process Simplification began supporting the development of the undergraduate admissions module of the new student system. Specifically, Process Simplification assisted with the review of existing documentation about the current processes and helped design a revised process to leverage the new student system functions.

SSP Undergraduate Admission Module Team Members:

Tracy Pettit, Student Systems Project

Marianne Kosiewicz, Office of Undergraduate Admissions

Jennifer Meyer, Student Systems Project

Karen Spitzer, Student Systems Project

Lynn Walker, Student Systems Project

Kevin Gele, PeopleSoft Consultant

Print Publications

In December 2007, Process Simplification partnered with Public Affairs to assess the University's use of print publications. Baseline data were collected for each publication identified, including expenditures, types, frequency of distribution, purpose, and targeted audiences. In order to explore opportunities for efficiency gains and increased effectiveness, four areas have been identified for further exploration: 1) Content and style – create an official University of Virginia style guide and a means to share stories and resources across the institution; 2) Contracts and resources – investigate printing and other resource contract options for best value; 3) Photo services - assess the viability of a central photo service; 4) Readership – assess readership of publications and explore alternative communication mediums. This work is ongoing and is projected to conclude this fall.

Team Members:

Carol S. Wood, Office of Public Affairs

Elizabeth Wilkerson, Office of Public Affairs

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Quality Enhancement Plan Reporting Matrix

The Quality Enhancement Plan is a requirement of Southern Association of Colleges and Schools (SACS) accreditation process. The University's QEP details the goals and objectives that will enhance student learning through meaningful student-faculty interactions. In April 2008, Process Simplification assisted the Office of the Executive Vice President and Provost to create a matrix of reporting elements in order to systematically document progress and achievements.

Team Members

Brian Cullaty, Office of the Vice President for Management and Budget
Luanne Beddingfield, Office of the Vice Provost for Academic Programs

Social Security Remediation Project

The Office of the Vice President and Chief Information Officer is leading a University-wide effort to remediate the use of social security numbers. Departments are required to identify all SSN records and systems containing SSNs and to develop a remediation plan for the removal and use of SSNs by July 1, 2009. Process Simplification has provided project management support to the lead Project Manager and overall guidance to the leadership team. This support is ongoing until the remediation process is completed.

SSN Initiative Project Team:

Shirley C. Payne, Information Technology and Communication
Brian Davis, Information Technology and Communication
Valerie Larsen, Arts and Sciences Center for Instructional Technology

Introduction to Process Improvement Class

In June 2008, Process Simplification partnered with the Leadership Development Center to teach an *Introduction to Process Improvement* class. Twenty-seven participants attended from various areas of the University. The course curriculum is grounded in business process redesign and project management methodology. Participants learned how to apply these techniques to identify and redesign more efficient and effective methods for accomplishing work. It is expected that participants will utilize this knowledge in their daily work to initiate process improvements, yielding cost and/or time savings, higher quality of services, and streamlined transactions.

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Appendix A: Committee and Process Simplification Staff Members

Steering Committee

Colette Sheehy, Chair, Vice President for Management and Budget
Susan Carkeek, Vice President and Chief Human Resources Officer
Arthur Garson Jr., Executive Vice President and Provost
Ariel Gomez, Vice President for Research and Graduate Studies
Pat Lampkin, Vice President and Chief Student Affairs Officer
James Hilton, Vice President and Chief Information Officer
Yoke San Reynolds, Vice President and Chief Financial Officer
Nancy Rivers, Chief of Staff to the President
Leonard Sandridge, Executive Vice President and Chief Operating Officer

Advisory Committee

Sarah Collie, Chair, Assistant Vice President for Management and Budget
Brian Bell, Director of the Leadership Development Center
Barbara Deily, Director of Audits
Rich Kovatch, Associate Vice President for Business Operations
Michael McPherson, Deputy Chief Information Officer
Christina Morell, Assistant Vice President for Student Affairs
David Smith, Professor of Environmental Sciences
Carol Stash Stanley, University Registrar

Process Simplification Staff

Nann Keenan, Manager/ Assistant to the Vice President for Management and Budget
Lea Moore, Process Simplification Coordinator
Sarah Collie, Assistant Vice President for Management and Budget