# Project Details

| Title | Enhancing Student Experiences by Applying Lean Principles | Status | IN REVIEW |
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| Category 6-Supporting Institutional Operations | | Updated Reviewed | 11-06-2013 |
| Timeline | | | |
| Planned Project Kickoff 07-26-2013 | | Created | 09-25-2013 |
| Target Completion 08-15-2014 | | Last Modified | 11-06-2013 |

**1:** Describe the past year's accomplishments and the current status of this Action Project:

**A:** For the most part, great progress has been made on this Action Project. Staff representatives from the different administrative offices on both the Vincennes and Jasper campuses have attended a workshop on "Lean Fundamentals for Office Processes." The workshop introduced principles related to adding value by evaluating inputs, processes, outputs and customers. A second day workshop was held for specific staff members who are responsible for processing student applications and corresponding documentation for admission at the Jasper Campus. This group participated in a value stream mapping activity which began with the creation of a current state map to identify areas for improvement. This was used as a foundation for the formation of a future state map of the application life cycle at that campus. Action plans were established and individuals were assigned specific tasks within the new process to incorporate the changes. The new admissions process template was developed to help guide staff in standardizing work flow to reduce delay times, errors, and unclear expectations.

**2:** Describe how the institution involved people in work on this Action Project:

**A:** The institution has had many opportunities to involve faculty, staff, and administrators in this Action Project:

- Twenty one staff and administrators participated in the initial workshop. Seven individuals participated in the value stream mapping work session on the following day.
- A survey was administered following both group activities; all participants had an opportunity to evaluate the activity and comment on possible additional implementation of the principles in their offices.
- The President and Provost showed support by visiting the workshop.
- At the Jasper Campus, administrative process discussions now typically allude to lean, 5S and six sigma principles.
- The Dean of the Jasper Campus readily shows his support for innovation in office processes.
- Staff in the Admissions and Student Services Office at the Jasper Campus have established current operations as a foundation for incremental improvements and recommendations for future procedures.

- Staff at the Jasper Campus are researching the issues that contribute to long delay times and incomplete student files and are planning a report and recommendations.
- Office staff at the Jasper Campus are considering dedicating time to improve office and work flow by considering the 5S principles of sort, set in order, shine, standardize and sustain.
- Student Services staff are drafting proposals to present findings to the Indiana State Student Affairs Association to gauge peer interest in like initiatives.
- Staff at the Jasper Campus are redefining job descriptions and adding structure to daily expectations of responsibilities to increase productivity.
- Jasper Campus staff have expanded daily job responsibilities resulting in more robust and complete processing of student applications and supporting documentation.

**3:** Describe your planned next steps for this Action Project:

**A:** The next steps for this project will include the following:

- Identify more institutional processes that can be improved using the value stream map method.
- Report on changes, improvements and goals of the improved admissions process at the Jasper Campus to the CQI Committee and to all VU staff during January professional development activities.
- Continue to modify the process to best serve students and maximize outputs in terms of the goals identified.
- Implement communication plans to improve and increase engagement of prospective and applied students to increase complete files and encourage enrollment.
- Identify physical renovations of administrative office work spaces to maximize work flow and leverage staff skills to promote productivity and morale.
- Advocate for the addition of sites (Jasper, ATC, Gibson County, Indiana School for the Deaf and Blind) to recruitment, communication, and admissions software already utilized by the Vincennes Campus and the BANNER system.
- Adapt electronic communications to applicants to reflect campus choice.

**4:** Describe any "effective practice(s)" that resulted from your work on this Action Project:

**A:** Several practices have added value to VU Jasper's administrative processes making them more effective in serving students:

- A step-by-step process of the application life cycle and admissions system has been developed; it has kept the process manageable rather than overwhelming staff who develop the student files and communication pieces.
- The Dean of the Jasper Campus has shown commitment to lean principles by giving words of support, advocating for staff attendance at professional development opportunities related to lean thinking, and promoting an environment where creativity and innovation are encouraged and valued.

- A survey was used to determine the impact of the Lean workshop on other staff and to determine their interest in bringing these operational principles to work in their offices.

**5:** What challenges, if any, are you still facing in regards to this Action Project? This is an opportunity to get constructive, actionable feedback and advice from our review process. Use this question to specify where your blocks, gaps, sticking points, or problems are. If you have already fashioned strategies to deal with any challenge you face, share both the challenge and your strategy for meeting it. If you would like to discuss the possibility of AQIP providing you help beyond the review process, explain your need(s) and tell us whom to contact and when.:

**A:** There do not appear to be any insurmountable challenges for completion of this project, but in order to make sure the institution receives the greatest benefit from it, the following issues need to be addressed.

- Cultivating a culture of continuous quality improvement based upon objective, incremental improvements that surmount into scalable opportunities for positive change.
- Explaining what lean fundamentals are and how they can be applied to administrative processes to benefit continuous quality improvement.
- Moving away from a system of antiquated forms, processes and procedures.
- Creating clear operational and institutional definitions of metrics to measure improvements related to recruitment and retention.
- Diffusing concerns of staff that the streamlining of processes does not result in elimination of job securities.
- Establishing a clear requirement for follow through and measurement.
- Prioritizing the addition of site campuses to recruitment and communication software and reporting.