

2009
Quality
FAIR

Poster Sessions

*Working Smarter Ideas
Projects in Process*

2.5.09

UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

February 5, 2009, 9:45 a.m. — 3:00 p.m.
McNamara Alumni Center, Twin Cities Campus

Poster Sessions

Stronger Staff and Faculty

- 1 On-Boarding Kaizen: Changing the New Employee Experience One Process at a Time**
Carlson School of Management, Human Resources Department

- 2 The Upper Midwest Higher Education Recruitment Consortium**
Office of Human Resources

- 3 Evaluator Training and Online Ergonomics Self Assessment**
Department of Environmental Health and Safety

- 4 Building a Culture of Excellence with Competency-Based Hiring and Development**
Office of Human Resources, Organizational Effectiveness

- 5 Establishing Performance Benchmarks**
Facilities Management

- 6 Performance Management: Linking Everyone to Strategy**
University Services Human Resources and Facilities Management

- 7 Data-Driven Faculty Development: Building a New New Faculty Orientation**
Office of the Vice Provost for Faculty and Academic Affairs in the Office of the Senior Vice President for Academic Affairs and Provost

Engaging Learners

- 8 Providing and Teaching Students Sustainable Living**
Housing & Residential Life and University Dining

- 9 Improving the Student Experience with Engage! Search**
Office for Student Affairs

- 10 Captioning to Improve Access to Media**
Disability Services

- 11 Developing a Comprehensive and Successful Student Leadership Program**
University of Minnesota Duluth, Kirby Student Center

- 12 The Mentor Tutor Model for Student-Athletes**
Office of the Sr. VP for Academic Affairs & Provost

- 13 Graduation Planner and Improved Student-Athlete Eligibility**
Academic Support Resources / McNamara Academic Center for Student-Athletes

The Online Classroom

- 14 Quality Assurance for Online Business Learning at Crookston**
Business Department, Crookston

- 15 Extension 2.0: Staff Training on Web 2.0 Technologies**
Extension

- 16 Quality Online Student Support Services**
Center for Adult Learning, Crookston

- 17 Discover the U from Anywhere: U of M Digital Campus**
Office of the Vice Provost for Distributed Education & Instructional Technology

Data-Driven Decision Making

- 18 Getting the Facts Out with Institutional Profiles**
Office of Institutional Research

Poster Sessions

**19 Working Smarter by Building Capacity
Enabling Data-Driven Decision Making**

*Academic Health Center and College of Food,
Agricultural and Natural Resource Sciences*

**20 Upgrading Course Scheduling and
Management with Point-in-Cycle Registration
Data**

Hubert H. Humphrey Institute of Public Affairs

21 Student Rating of Teaching and OMS

Office of Planning, Office of Measurement Services

**22 Better Resource Allocation Decisions with the
Classroom Performance Index**

Office of Classroom Management

**23 Copier/Printing Processes: A Template for
Unbiased Savings**

*School of Dentistry, Service and Continuous
Improvement, Purchasing, Office Equipment
Services*

Software, System and Site Solutions

24 Scholarship Search and Management

Academic Support Resources

25 Electronic Automation of Paper Receipts

College of Design, Budget & Finance

**26 Universally Unique: Unifier (Enterprise
Project Management Information System)**

*University Services / Capital Planning and
Project Management*

27 ePortfolio

Knowledge Management Center, Duluth

**28 Improving Business Processes with Flexible
Workflow Software**

*The Graduate School, Office of Information
Technology, and Disability Services*

**29 Creating a Research Cyberinfrastructure
Alliance**

Office of Information Technology

Collaborating for Results

**30 Breaking Down Silos in International Student
Enrollment**

*Office of International Programs, International
Student and Scholar Services and The Graduate
School*

**31 Collaborative Interdisciplinary Research
through Improved Peer Review and Awarding**

University of Minnesota Rochester

Restructured Services and Processes

**32 IT Service Center: Centralizing and
Standardizing IT Support**

Carlson School of Management, IT Department

**33 Continuous Improvement at the Carlson
School of Management**

Carlson School of Management

**34 Enhancing the Doctoral Degree Completion
Experience with Electronic Dissertation
Submission**

*The Graduate School, Student Services and
Progress*

**35 Improving Communication with
Process Mapping**

The Graduate School

**36 Improving Video Services and Support with
OIT Solutions**

Office of Information Technology/NTS

Working Smarter Ideas

Stronger Staff and Faculty

- 1 Collaborate Lunches: Working More Effectively Across Units**
The Graduate School

- 2 Implementing a Business Analysis Training Curriculum with Existing Resources**
University Services

Software, System and Site Solutions

- 3 Mail-Merge Directly to ImageNow**
The Graduate School and Office of Information Technology

- 4 Prioritizing Work with Microsoft Outlook Tasks**
Department of Obstetrics, Gynecology and Women's Health

- 5 Flexible Web Based System for Reviewing Submissions**
Digital Media Center, Office of Information Technology

- 6 UTools—Linking Helpful Freeware**
Office of Information Technology

- 7 Exterminating Problems with Free Software**
Office of Planning, Office of Measurement Services

- 8 OMS Project Excellence**
Office of Planning, Office of Measurement Services

- 9 Turning Problem Intake and Customer Service Transparent**
Information Technology Systems and Services, Duluth

Restructured Services and Process

- 10 Minimal Paper Meeting**
National Center for Food Protection and Defense, Academic Health Center

-
- 11 One Stop News Sharing**
University Relations

 - 12 Continuous Improvement and Structured Innovation**
Networking and Telecommunications

 - 13 Dual Monitor Computers**
University Services Finance – Purchasing, Facilities Management

 - 14 Spreading Data-Informed Decision Making**
College of Education and Human Development

 - 15 Strategy Map to Excellence in the Veterinary Medical Center**
College of Veterinary Medicine

 - 16 Expanding Fundraising Capability**
School of Nursing

Projects in Process

-
- 1 Diversity Recruitment Database**
Equal Opportunity & Affirmative Action

 - 2 Early Notification System**
Academic Support Services

 - 3 Filling Orders Faster**
Office of Information Technology

 - 4 Starting the Self-Service Student Account Rewrite**
Office of the Vice Provost for Undergraduate Education, Academic Support Resources, and Office of Information Technology

 - 5 Increasing On-Campus Student Employment for Improved Graduation and Retention Rates**
Department of Human Resources, Duluth



**Exceptional
Students**



**Exceptional
Staff & Faculty**



**Exceptional
Organization**



**Exceptional
Innovation**

Quality Fair 2009: Poster Sessions

Stronger Staff and Faculty

1 On-Boarding Kaizen: Changing the New Employee Experience One Process at a Time



Carlson School of Management, Human Resource Department

The Carlson School of Management identified a business need to increase the consistency of our on-boarding process. The project included all new Non-Academic P&A, Bargaining Unit, and Civil Service staff. By reducing gaps and triggers in our current process, developing a welcome program, and creating standard work, we simplified the process for all users. Additionally, we increased the value of the new hire experience for incoming staff, which is in strategic alignment with both the Carlson School and University missions. The process is measured, and accountability for sustainment is reviewed at our quarterly kaizen repositioning meetings.

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Quality Improvement Tool: Kaizen Event

2 The Upper Midwest Higher Education Recruitment Consortium



Office of Human Resources

The Upper Midwest Higher Education Recruitment Consortium (UMW HERC), led by the U of M, was created to recruit top faculty and staff who are members of dual-career couples. With a partnership of more than 50 colleges and universities in Minnesota, North Dakota and Wisconsin, the UMW HERC website features academic jobs at all 53 institutions and allows couples to jointly search by area of expertise and sub-region. This poster provides details on how the U's participation in the HERC increases its national and regional visibility, encourages candidate retention and position acceptance, allows for cost-effective and efficient job posting, shows sensitivity to work/life issues, and promotes the region.

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3 Evaluator Training and Online Ergonomics Self Assessment



Department of Environmental Health and Safety

The Department of Environmental Health and Safety annually receives between 800 and 1,000 requests for office ergonomic evaluations. Demands from other priorities increased wait time. DEHS has since trained Disability Services Case Managers and University Library Facility Managers to do office ergonomic evaluations. They also spent three months developing a web-based self assessment tool for assisting employees in adjusting their own workstations. Libraries and Disability Services now do their own ergonomic assessments. In three months, over 1,200 people have visited the office ergonomic self assessment web site.

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4 Building a Culture of Excellence with Competency-Based Hiring and Development



*Office of Human Resources,
Organizational Effectiveness*

The July '06 Administrative Services and Productivity People Task Force reported, "People practices are critical to the U's success in meeting the goals and challenges of our aspirations..." The task force recommended addressing competencies, which Organizational Effectiveness (OE), part of OHR, has made considerable progress developing and validating. OE's Competency program crafted tools for Hiring and Selection, and Development and Performance Management. Each identified competency includes definitions, behavioral anchors, and rating scale identifiers. OE has consulted senior leadership teams that are incorporating competencies into their development plans. Furthermore, OE is working with administrative and collegiate units that are successfully incorporating the competencies into their performance management plans.

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5 Establishing Performance Benchmarks 
Facilities Management

In order to achieve consistent service quality, standards and resources should be allocated in a data-driven manner. Through data benchmarking and application of industry best practices, FM created a model for custodial resource allocation that uses production rates and defined service levels to create a service delivery baseline. From the baseline, variations for space conditions and service levels can be added to maximize effectiveness of resources and ensure consistent service across campus. The new model provides FM the ability to effectively respond to funding changes and validate the quality of service delivery.

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6 Performance Management: 
Linking Everyone to Strategy
*University Services Human Resources and
Facilities Management*

Aligning the individual efforts of 1,100 Facilities Management staff is an obvious challenge. But by integrating the HR performance management process with FM's strategy and measurement initiatives, all staff members now receive clear expectations of what success is for their position. Over the last two years, the percentage of staff receiving performance reviews has gone from 35% to 99%. More importantly, employee evaluation is now an ongoing process, rather than an annual occurrence. FM's strategic and operational objectives are translated into specific goals for each staff member that are communicated to them through annual performance reviews and reinforced by ongoing feedback from their supervisor. The performance management process is enabling FM to build a culture of accountability, become more customer-focused, and deliver cost effective service.

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7 Data-Driven Faculty Development:  
**Building a New New Faculty
Orientation**

*Office of the Vice Provost for Faculty and
Academic Affairs in the Office of the Senior Vice
President for Academic Affairs and Provost*

Since 1996, the Office of the Vice Provost for Faculty and Academic Affairs has hosted a three-day New Faculty Orientation for all faculty new to the Twin Cities campus. This initiative addresses a number of needs new faculty may have, including introduction to the University's research, teaching and service missions, information about important resources and policies, and connections to colleagues and community. The new orientation was a data-driven response to multiple sources of information that pointed to the need for a more robust faculty introduction to the University. This poster outlines the data that led to this new approach, the structure and content of the three-day orientation, ongoing efforts to assess its success, and plans for future faculty development efforts.

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Engaging Learners

8 Providing and Teaching Students  
Sustainable Living
*Housing & Residential Life and
University Dining*

Housing & Residential Life and University Dining Services have developed and implemented numerous sustainability and green initiatives within the U's residential living communities and restaurants. Both departments have invested in sustainable and green products and technologies, and have adopted standards and practices that support sustainable living and dining environments. These investments and initiatives have, and will continue to, reduce operating costs, create a cleaner and safer environment, and most importantly, assist in educating students about the value of engaging in sustainable and green practices in their personal lives both now and in the future.

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9 Improving the Student Experience with Engage! Search

Office for Student Affairs

The Student Engagement Planner Initiative (SEPI) is driven by a simple premise: by supporting a holistic student engagement process both in and outside the classroom, the University is supporting a student's entire undergraduate experience, leading to increased satisfaction, learning, reflective analysis, and post-graduate success. Currently, we do not have a system that intentionally promotes a comprehensive student engagement approach. The Engage! Search is the first phase to address this shortcoming. This Google-powered search allows students to discover meaningful opportunities outside of the classroom to enhance their educational and personal goals and overall University of Minnesota experience.

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11 Developing a Comprehensive and Successful Student Leadership Program

*University of Minnesota Duluth,
Kirby Student Center*

The Kirby Leadership Institute was created to fulfill the need for leadership training at UMD. Undergraduates may now earn The UMD Leadership Certificate by completing three new courses, attending 20 seminars, demonstrating cultural competence, and documenting 250 hours of community service in the leadership template of ePortfolio. In less than a year, 150 students have registered. The first leadership conference was attended by 400, and students have consistently been giving positive feedback. Currently about 30 leadership workshops are offered each semester and expansion of the program continues with three new leadership courses offered through the College of Liberal Arts.

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This project was completed as part of the Transformational Leadership Program.

10 Captioning to Improve Access to Media

Disability Services

To make the University experience as rich as it can be for people with varying hearing abilities, Disability Services (DS) is partnering with units and colleges across the U to ensure that video materials are accessible via captions for individuals who are deaf or hard of hearing. DS captioners transcribe audio then use a Mac workstation equipped with MacCaption software that allows the transcription to be time-coded and married, or synced, to the original digital video file thereby creating a final captioned product. Because every request is different, DS works with units, colleges, and consumers on a case-by-case basis to determine best practices. The result is broader and improved access to the University experience.

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12 The Mentor Tutor Model for Student-Athletes

Office of the Sr. VP for Academic Affairs & Provost

The McNamara Academic Center for Student-Athletes (MAC) implemented the MAC Mentor Tutor Program to increase the amount of individualized attention student athletes receive to improve study skills. Although staff decreased by three full time members, the number of student-athletes receiving services has increased. In addition to augmenting the number of at-risk student-athletes receiving academic services, the MAC Mentor Tutor Program creates multiple redundant systems to ensure academic success and provides student-athletes with an organized, supervised study time. Two Coordinators of Learning Services supervise the program, and 16 Mentor Tutors offer 54 at-risk student-athletes intensive group and one-on-one academic skills development in a variety of formats previously unavailable.

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13 Graduation Planner and Improved Student-Athlete Eligibility



Academic Support Resources / McNamara Academic Center for Student-Athletes

Student-athletes must make degree progress to maintain athletic eligibility. Previously, student-athletes used a Year-Long Plan that limited major exploration or degree planning to two terms. Transitioning to Graduation Planner provides benefits such as course planning for an entire academic career, clear and easy adjustments to planned registration, multiple options when a student is undecided on a major, early identification of athletic academic eligibility issues, consistent information, and enhanced communication. Integrating Graduation Planner into the certification and eligibility process for student-athletes is a significant step toward improving graduation rates.

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The Online Classroom

14 Quality Assurance for Online Business Learning at Crookston



Business Department, Crookston

Crookston began offering courses toward a Business Management degree in January '07. To assure that best practices were being followed and the new breed of online students was going to get the very best learning experience, the Business Department formed an Online Quality Assurance Committee. Two years of work have led to policies and procedures for developing and delivering online classes—a peer assessment process involving UMC Center for Teaching, Learning and Technology, as well as a peer committee, and thorough evaluations from students. The poster addresses the committee's findings.

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15 Extension 2.0: Staff Training on Web 2.0 Technologies



Extension

Extension 2.0 is an online enrichment course created by Extension for its staff. The course provides a fun and safe way to explore many free web technologies, collectively known as Web 2.0. New ways to communicate and collaborate are particularly interesting to Extension, because it has staff and audiences throughout the state. 140 staff chose to take the course, which consisted of ten weekly units on technologies ranging from blogs to Twitter. Knowledge gains and participant satisfaction were very high and the course will be offered again in '09. Stop by and see if your unit could benefit from learning some Web 2.0 tips and tricks!

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16 Quality Online Student Support Services



*University of Minnesota, Crookston;
Center for Adult Learning*

Together, Crookston's Computing Services and the Center for Adult Learning (CAL) created a system to improve the delivery of support services to online-only students in a MS-SQL database integrated electronic system. CAL staff now has an efficient system to improve communication with online students. They can use historical data for online program growth and student retention. Crookston's Quality Online Student Support Services addresses the critical challenges in serving place-bound audiences.

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17 Discover the U from Anywhere: U of M Digital Campus



Office of the Vice Provost for Distributed Education & Instructional Technology

Due to a lack of a single source web site, students interested in online degree programs and non-credit education had difficulty finding relevant resources. The Digital Campus initiative has consolidated previously scattered information into a single web site that became available in September '08. Students can now access

information on all digital and distributed educational offerings — from online courses and degree programs to personal and professional development opportunities. The Digital Campus Support Center features live chat, a toll free number, and e-mail link. The results are better customer service and more students choosing the U.

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Data-Driven Decision Making

18 Getting the Facts Out with Institutional Profiles

Office of Institutional Research

The Institutional Planning Profiles reflect historical productivity and demographic information; they are developed for campus, collegiate and administrative units. Addressing leaders' concerns about accuracy, timeliness of information, and its relation to the decision-making process, this year's Institutional Planning Profiles reflect changes that incorporated use of information technology, increasingly in-depth understanding and access to operational data, feedback from leaders, and efforts to make data usable and available.

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19 Working Smarter by Building Capacity Enabling Data-Driven Decision Making

Academic Health Center and College of Food, Agricultural and Natural Resource Sciences

There are many aspects to building capacity for enabling data-driven decision making. This poster seeks to outline the individual assets involved in effective management of information and data, leading to better data-driven decisions. A foundation to successfully start and sustain organizational effectiveness through the use of data driven decision making will be outlined. Additionally, key relationships between assets will be illustrated, as will an overall framework, organizational structure, challenges and opportunities to build organizational capacity.

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20 Upgrading Course Scheduling and Management with Point-in-Cycle Registration Data

Hubert H. Humphrey Institute of Public Affairs

This poster illustrates how the Humphrey Institute of Public Affairs is using point-in-cycle registration data to improve course planning, scheduling, and management. Recurring course scheduling and management challenges include determining frequency of offering, tracking enrollment patterns, identifying over- and under-enrolled courses, and deciding when to cancel undersubscribed course sections. Point-in-cycle information can increase understanding of course demand, inform scheduling and cancellation decisions, reduce the risk of canceling courses that meet enrollment targets, and increase stability of course offerings; thereby better serving students.

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21 Student Rating of Teaching and OMS

Office of Planning, Office of Measurement Services  

In late 2006 and early 2007, a University subcommittee was charged by the Senate Committee on Educational Policy and the Senate Committee on Faculty Affairs to revise the Student Evaluation of Teaching form. The Office of Measurement Services (OMS) was involved by lending project management and measurement expertise to process re-engineering, instrument development and systems reconfiguration for the new Student Rating of Teaching. Currently, OMS manages ongoing distribution and reporting of the new evaluation, now used regularly in classrooms to assess the quality and effectiveness of instruction at the University.

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**22 Better Resource Allocation
Decisions with the Classroom
Performance Index**



Office of Classroom Management

The Office of Classroom Management (OCM) in Academic Support Resources developed a new Classroom Performance Index (CPI) system to correlate and align numerous measures into a decision aid that supports allocation of scarce resources to classrooms of greatest need. The new CPI correlates 23 criteria into four categories in a weighted model covering classroom condition, design performance, operational performance, and user satisfaction. Criteria include performance standards (lighting, acoustics, accessibility), classroom readiness (daily inspection results, technology stats, hotline calls from faculty), room-specific survey data, and FM's Facilities Condition Assessment data. In conjunction with the OCM Balanced Scorecard and Lifecycle model, the CPI combines data into a single summary metric that adds value in planning capital and other projects and in aligning resources to strategic goals for supporting classroom teaching and learning.

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Quality Improvement Tools: Classroom Management's Utilization Dashboards, Balanced Scorecard, KPIs, and faculty/student surveys, plus external information from Facilities Management's Facilities Condition Assessment and COMPASS system.

**23 Copier/Printing Processes:
A Template for Unbiased Savings**



School of Dentistry, Service and Continuous Improvement, Purchasing, Office Equipment Services

The operating costs of copying/printing equipment are significant and difficult to reduce. Cost identification and reduction efforts are often carried out by outside equipment suppliers who advocate the replacement and purchase of existing copying/printing equipment with new equipment that requires significant additional capital in order to realize potential operating savings over the long run. The Office of Service and Continuous Improvement, in partnership with

the School of Dentistry, Purchasing Services, and Office of Equipment Services, launched a beta test to determine if there is a better way to identify potential cost savings and revised processes. As a result, they identified short and long term cost savings in the School of Dentistry that are applicable and scalable across the University.

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Software, System and Site Solutions

**24 Scholarship Search
and Management**



Academic Support Resources

Last year, the Twin Cities campus of the University of Minnesota administered \$36 million in scholarships from 850 programs supporting 11,000 undergraduate students. Applicants contend with not only numerous programs, but a wide variety of eligibility criteria, application materials, and numerous offices where scholarship opportunities are found. In 2006, the Office of Student Finance began centralizing student and donor data that was previously scattered about campus. The 2008 result was the UMTC Undergraduate Scholarship Search. It matches student records with program eligibility to present students with a personalized list of scholarships for which to apply. The same logic is used to assist scholarship administrators in finding the best-qualified applicants.

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**25 Electronic Automation
of Paper Receipts**



College of Design, Budget & Finance

Because the College of Design is on both Twin Cities' campuses, it needed a way to track and record transactions when students used large printers to create printer plots at its computer labs in McNeal (St. Paul) and Rapson (Minneapolis) Halls. An electronic

receipt was needed. The Electronic Receipting System was created as a web site that would be a central repository for student transactions, would generate data in a format compatible with automated processing by Central Finance into the CUFS/EFS system, and streamline the business process. The web site has eliminated the Budget and Finance staff's perfunctory task of manually entering daily transactions, which over fall and spring semesters '07/08 amounted to roughly 2,100 transactions.

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up to five GB in their accounts. Students can enter information starting when they enroll and continue using the system after graduation. All UMD freshmen are introduced to ePortfolio. It receives heavy and varied use—549,000 pages were viewed Fall 2008 and users have logged in from 35 countries. ePortfolio 5.3 is currently being built for a modern interface and to be useful for individual and program assessment.

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26 Universally Unique: Unifier (Enterprise Project Management Information System)



*University Services / Capital Planning
and Project Management*

Since its inception, University Services' Capital Planning and Project Management Department (CPPM) has developed new strategies to improve the efficiency and effectiveness of project planning and construction project delivery processes to better serve University clients and support the U's overall mission. Among CPPM's innovations is a new Project Management Information System called Unifier. Unifier is a web-based collaborative environment that standardizes business processes, provides live project data, and incorporates a comprehensive document management system. All CPPM-managed projects, as well as all system-wide Capital Projects, are managed in Unifier, giving the program widespread potential as an enterprise project information management solution.

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27 ePortfolio



*Knowledge Management
Center, Duluth*

ePortfolio is a user-friendly secure web site at the U for entering, saving, organizing, viewing and selectively sharing personal information, plus educational and professional records. Introduced at UMD in 1995 after being built by the U of M Enterprise Web Development Team, system users may store

28 Improving Business Processes with Flexible Workflow Software



*The Graduate School, Office of
Information Technology,
and Disability Services*

The Graduate School and Disability Services partnered to purchase WorkflowGen Software (www.workflowgen.com) to improve business processes. WorkflowGen is

- a flexible, easy-to-use tool supporting solutions that simplify business processes involving forms and workflow;
- web-based software offering easy access and a consistent look and feel for the University community;
- supported by a University collaborative group making implementation and management cost effective and efficient;
- effective in facilitating data-driven decision making;
- and integrated with central authentication and University databases.

The Graduate School used WorkflowGen to improve a faculty grant competition process and Disability Services used WorkflowGen to improve processes around document conversion to accessible formats for students with disabilities. The collaboration is looking to bring new partners into this cost-effective system for FY '10. For more information, visit: <https://wiki.umn.edu/viewauth/workflowSoftware/WebHome>.

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*This project was completed with grant assistance from
the Service and Process Improvement Fund.*

29 Creating a Research

Cyberinfrastructure Alliance

Office of Information Technology



How is the University developing research cyberinfrastructure to meet the increasing demand for computation, storage, and data transfer capacity? This presentation describes the U's Research Cyberinfrastructure Alliance. Members will share results from a baseline assessment, and work to coordinate the research cyberinfrastructure and to identify and leverage expertise across collegiate and central units.

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**31 Collaborative Interdisciplinary
Research through Improved Peer
Review and Awarding**

University of Minnesota Rochester



An objective of the U's Rochester Biomedical Informatics and Computational Biology program is to foster development of world-class interdisciplinary collaborative research projects involving the UMR, UMTC, IBM, the Mayo Clinic, and the Hormel Institute. UMR has launched research programs to kick-start these collaborations. Through improving peer review and awarding processes, the amount of time between the application deadline, announcement of the award, and establishment of the award was shortened to eight weeks. The improved process allowed investigators to begin their collaborative projects, which are intended to foster ongoing collaborations and extramural funding.

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Collaborating for Results

30 Breaking Down Silos in

International Student Enrollment

*Office of International Programs,
International Student and Scholar Services
and The Graduate School*



In Fall 2007, ten departments across the University came together to analyze and redesign their communications and processes for the increasing international undergraduate student population. They discovered they were often working in their own silos, much to the frustration of international students and themselves. Learn how they used Process Mapping and a Failure Mode and Effects Analysis to better understand processes, improve performance within and across functions, serve students more effectively and create a shared vision for the future through this grass roots effort.

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*Quality Improvement Tools: Process Mapping and
Failure Mode and Effects Analysis*

Restructured Services and Processes

**32 IT Service Center: Centralizing
and Standardizing IT Support**

*Carlson School of Management,
IT Department*



The Carlson School changed its IT Support for faculty, staff and Ph.D. students from a decentralized to a centralized model in May 2008. Leaving the former model—inefficient, costly, with imbalanced resource allocation—brought on a significant culture change with IT support. Desktop IT Support Staff were brought together with other stakeholders for a week long Kaizen Event. During the week, the group designed and created a new model of IT support: a centralized standardized model using service level agreements, technology standards, and feedback mechanisms including customer surveys and the U's Service Center Software to provide ongoing metrics. The Kaizen Event was also key in turning, "It will never work" attitudes to, "Hey, this CAN work and I WANT to be part of the CHANGE."

Jarrold Davis, davis092@umn.edu
Quality Improvement Tool: Kaizen Event

33 Continuous Improvement at the Carlson School of Management

Carlson School of Management

Members of the University community rely on efficient and effective transactional execution to carry out their functions and attain their goals. The school is supporting the effectiveness of teaching and learning by building an integrated operational team made up of representatives from IT, HR, Financial Services, Building Services, and Event Services. From day to day processes like processing reimbursements and providing desktop support, to more complex goals such as developing a school-wide intranet, or implementing research supporting tools, the Carlson School is propelling itself from competence to excellence. Stability, shared knowledge, value-added processes, integrated customer service, seamless hand-offs, and optimized synergies are all objectives. By strategically improving, connecting, and building baseline processes, the team is creating a culture of continuous improvement.

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34 Enhancing the Doctoral Degree Completion Experience with Electronic Dissertation Submission

The Graduate School, Student Services and Progress

The Graduate School enhanced the doctoral degree completion experience by streamlining the dissertation submission process, which was previously costly and inconvenient for students and inefficient for staff. Phase I, completed April '06, enabled students to submit their dissertations electronically. Phase II, completed October '08, is another improvement that offers online payment of related fees, distribution through the University of Minnesota Digital Conservancy, and eliminates the previously required supplemental hard copy. The new process contributes to an improved graduate experience and a more efficient degree clearance system.

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35 Improving Communication with Process Mapping

The Graduate School

The Graduate Student Services and Progress (GSSP) office is striving to improve the effectiveness of our communications regarding degree-completion procedures. Our constituents rely on GSSP's communications to ensure timely student progress toward graduation. Using a process mapping tool, a GSSP team made up of members of the GSSP office and key stakeholders mapped out administrative degree-completion procedures and related communications, and then identified whether and how those communications could be improved. The team identified a number of potential problems for users, including inconsistencies related to the information provided and navigational difficulties. Three of the team's recommendations were selected for immediate implementation—an electronic chronological checklist in text and flow-chart formats, personalized communications to students, and a user-friendly FAQ webpage.

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Quality Improvement Tool: Process Mapping

36 Improving Video Services and Support with OIT Solutions

Office of Information Technology/NTS

OIT Video Solutions is a new department of consolidated services and staff dedicated to video services. Previously, video services have been difficult to find, schedule, and use. Our goal is to provide easy access to video services and resources ranging from video conferencing, streaming and production. Now the University has a single access point to a wide variety of video services and resources.

Lance Cunningham, lancec@umn.edu

Working Smarter Ideas

*With limited space, some projects considered Working Smarter Ideas appear only in the program.
The contacts listed can provide you with more information.*

Stronger Staff and Faculty

1 Collaborate Lunches: Working More Effectively Across Units



The Graduate School

This summer The Graduate School's staff began gathering every few weeks for informal lunch meetings with the objective of strengthening connections between units and developing ways we can work more effectively. We call these events Collaborate Lunches. Staff members suggest and develop the meetings' topics and participate in the meetings that interest them. It is a small thing that has made a big difference. Already we have shared knowledge of and ideas for using different technologies in our work, implemented and developed new internal communication tools, and built rapport and camaraderie between colleagues; thus improving the workplace.

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2 Implementing a Business Analysis Training Curriculum with Existing Resources



University Services

The University Services Program Management Office (PMO) determined that U Services business analysis staff needed tools and techniques to gather and manage business requirements, which when captured, analyzed and communicated will result in better processes. We connected with the College of Continuing Education (CCE), which created a Business Analysis Certificate program using the curriculum designed by the U Services PMO and contracted with a qualified instructor. We were able to quickly move from initial discussion to delivery. Through involvement in the Project & Change Management Collaborators (PCMC) group on campus, PCMC members were invited to attend these courses, along with University Services staff. This reduced participant cost 60%; enrollment was high. CCE now offers the certificate program as a public offering available to staff throughout the University.

Bill Kanfield, kanfi001@umn.edu

Software, System and Site Solutions

3 Mail-Merge Directly to ImageNow



*The Graduate School and
Office of Information Technology*

The Graduate School uses MS-Word mail-merge to send 6,000 emails to students every year. When we needed to have copies of these documents placed in our ImageNow (the U's enterprise imaging system) student files, staff had to print, scan, index, and recycle the documents – a terrible waste of time and paper. With help from OIT-Imaging, we wrote a Visual Basic script to manage the mail-merge, printing individual pages to a modified version of the ImageNow Printer with the correct index values. The documents are available to staff for viewing in ImageNow much sooner and every year we save 50-100 staff hours, 8000 sheets of paper, and scanner wear.

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4 Prioritizing Work with Microsoft Outlook Tasks



*Department of Obstetrics, Gynecology
and Women's Health*

Plagued by sticky notes covering your desk? To-do lists lost amongst piles of paperwork? Trouble prioritizing? Microsoft Outlook Tasks is an easy, yet powerful solution for keeping on top of everything from simple everyday reminders to major projects and deadlines. The Dept. of OB/GYN staff has been using Outlook Tasks with great success. In Outlook Tasks, create a task to follow-up on a request or create one for a major deadline, set a reminder date/time, and include any notes or contact information. Refer to the list throughout the day to prioritize your work. What's best about Outlook Tasks, it's all in one spot!

Amy D. Cavanaugh, amyd@umn.edu

5 Flexible Web Based System for Reviewing Submissions 

*Digital Media Center,
Office of Information Technology*

Units at the University frequently administer submission seeking programs. These submissions are then reviewed by several people and only a few are selected for funding, a process usually requiring the creation of numerous documents. Digital Media Center created a web based application based on open source software Roundup (<http://roundup.sf.net>) that enables submitting, reviewing and reporting of proposals. The web application was used last year to track TEL Grant applications. It is flexible and can be adopted by other units. OIT Video Solutions group created their own version of the application to evaluate videos submitted for the Research Channel. Combined, these two applications track over 50 proposals and 250 reviews.

Tonu Mikk, tmikk@umn.edu

7 Exterminating Problems with Free Software 

*Office of Planning,
Office of Measurement Services*

The IT team at the Office of Measurement Services often develops and maintains software for surveying and reporting. Because of the need to evolve and address errors, we required a method to record bugs and alert the appropriate developers. Previously this was done mostly by word of mouth, forms, and emails. However, in a streamlining effort, we opted to use a free application called Bugzilla. It allows us to record individual incidents via a web portal, assign the problem to appropriate team members, record time spent, and prioritize projects. It also allows for comments from other team members that could be useful in resolving issues. Bugzilla has helped us manage our time and resources more efficiently and, being free software, costs little to implement.

Thomas Dohm, dohmx005@umn.edu

6 UTools— Linking Helpful Freeware  

Office of Information Technology

There are hundreds of largely unknown, free software applications that could benefit the U community. In an initiative called UTools, the Office of Information Technology learned and shared information about useful applications through Delicious.com, a social bookmarking website. The site is linked through an OIT webpage and has over 90 bookmarks connecting to useful applications. Anyone can suggest additions by tagging a bookmark “utools.” The UTools long-term vision is to provide an increasingly comprehensive list of available software and applications to assist faculty and staff.

Tonu Mikk, tmikk@umn.edu (*for Delicious.com questions*)

Renee Rivers, rivers@umn.edu (*for UTools questions*)

8 OMS Project Excellence 

*Office of Planning,
Office of Measurement Services*

Developed in-house, the web-based Project Management System has streamlined project coordination, tasking, and billing in the Office of Measurement Services. The tool allows users to create and assign tasks to other team members, and lists resource locations, deadlines, priorities, and other information related to completing the task or project. Not only does the system make it much easier to task and prioritize resources and employees, it is well-suited to record keeping and reporting. Unified project coordination has made the whole department work smarter and more efficiently.

Thomas Dohm, dohmx005@umn.edu

9 Turning Problem Intake and Customer Service Transparent



Information Technology Systems and Services, Duluth

Using Transformational Leadership Program methods, the Information Technology Systems and Services (ITSS) customer service team did an internal needs assessment. Then they surveyed the UMD community to hear the customer's voice. Finally, after determining which aspects of the problem resolution process were most important, they compared a large number of commercial and open source software packages before choosing RT. RT allows ITSS to combine several processes that previously resided in separate databases. It also adds functionality by making work-flow more transparent, automating communication among staff and with customers, and nesting tasks for project management.

Jason Davis, jdavis@d.umn.edu

This project was completed as part of the Transformational Leadership Program.

a timely and efficient manner. An electronic news release form was developed to allow anyone on campus to submit information with a single click and also find quick links to procedures, style manuals, graphics standards, and publications checklists. The user friendly form ensures inclusion of all pertinent information, preventing delays and decreasing the number of confirmation callbacks. Not only has the form made the submission process easier, it has helped media relations staff schedule news releases more effectively and efficiently.

Elizabeth Tollefson, ltollefs@umn.edu

12 Continuous Improvement and Structured Innovation



Networking and Telecommunications

Our department has a program called Continuous Improvement that is basically structured innovation. We meet monthly with each working group to discuss and brainstorm ideas for change within their areas. The changes must be attainable in a short time and measureable. They can affect anything from safety to convenience to reduction in cycle time. We started in NTS, and due to its success we are working to include all of OIT by meeting with the leaders of each area and working with them on incorporating a similar program. This effort is to help foster a culture of continuous improvement and empower employees to make process changes as they see fit.

Victoria Sheehan, vsheehan@umn.edu

Stronger Staff and Faculty

10 Minimal Paper Meeting



National Center for Food Protection and Defense, Academic Health Center

Last year the materials for our annual meeting included a heavy and expensive binder for every participant. This year we loaded all meeting documents onto USB thumb drives printed with our logo, saving thousands of sheets of paper, giving the participants a useful, reusable takeaway, and saving them (and us!) from having to lug home huge binders.

Elizabeth Cunningham, cunning@umn.edu

13 Dual Monitor Computers



University Services Finance – Purchasing, Facilities Management

Many people spend hours a day using a computer. Maximizing this time is critical. By converting to a dual-screen monitor, nearly all tasks can be completed quicker. Studies show employee productivity often increases 10 – 20%, with a first year savings of six times the cost of the extra monitor. Approximately 100 workstations in University Services Finance, IT, and FM have been converted. Nearly all who have converted are impressed with the results. In addition to increased

11 One Stop News Sharing



University Relations

Creating a single stop for faculty, staff, and students to receive assistance in sharing their news provided a solution to getting information to the media in

productivity, users report heightened accuracy, better responsiveness, and more satisfaction with their work.

Denis Larson, d-lars@umn.edu,
Sean Schuller, schu0196@umn.edu

the way decisions are made in this economically challenging environment. Come learn how the VMC monitors performance using iDashboards software and the balanced scorecard approach.

David E. Lee, leex3130@umn.edu

14 Spreading Data-Informed Decision Making



College of Education and Human Development

An interdisciplinary multi-unit workgroup that received SPIF funding has focused on incorporating data into college level decision making by producing accessible data for decision-makers to analyze. This workgroup is meeting with decision-makers from eight different colleges across the University to give recommendations on how the U can provide more opportunities, training, and forums that will enhance the data and the use of it in years to come. A report will be on hand to highlight the workgroup's findings and recommendations.

Ryan Warren, warre197@umn.edu

This project was completed with grant assistance from the Service and Process Improvement Fund.

16 Expanding Fundraising Capability



School of Nursing

After the School of Nursing Foundation identified the challenge and desire to improve fundraising capabilities, it launched an aggressive process to develop a plan. The process included a comprehensive survey of alumni and other stakeholders, a tight project timeline, and gathering and reviewing data essential for making decisions. As a result, the School of Nursing now has a comprehensive plan and a set of goals, including increasing the number of endowed professorships six-fold in five years. The Foundation is confident that these methodologies can be replicated throughout the University to develop realistic fund raising plans.

Connie Delaney, delaney@umn.edu

15 Strategy Map to Excellence in the Veterinary Medical Center



College of Veterinary Medicine

The Veterinary Medical Center (VMC) was one of the first University units to use strategy mapping. This unit, like many others, delivers customer service within an academic environment. Using resources is critical to maintaining high service levels, referring veterinarians and training the next generation of vets. The ability to prioritize, integrate and monitor performance using a balanced scorecard approach with five perspectives—financial, customer, internal process, employee, and growth—has revolutionized

Projects in Progress

The following projects re in process.

It is expected that many of them will display their results at next year's Quality Fair.

1 Diversity Recruitment Database

Equal Opportunity & Affirmative Action

This project is developing a searchable diversity recruitment source database. The database will be useful when conducting job searches by providing the University community with a comprehensive, up-to-date, and organized repository of diversity recruitment resources. Diversity recruitment is essential to finding the right candidate for the job. It is also central to the U's mission and is an important part of our commitment to affirmative action. The database targets sources related to higher education, including recruitment resources across disciplines, schools, and colleges, from counseling to healthcare. It can be accessed on the web via a user-friendly searchable interface.

Michael O'Day, odayx002@umn.edu

2 Early Notification System

Academic Support Services

Starting early last year, representatives from Academic Support Resources began meeting with representatives from Athletics, Post Secondary Enrollment Options, Post Secondary Teaching and Learning, and the coordinate campuses. In addition to the Senate policy requiring a mid-term alert to all students in 1xxx-level classes that are in danger of receiving a D, F, or N, all of these units currently request mid-term student grade and performance information for their students from instructors through their own systems. Additionally, the team is exploring allowing instructors and staff to report student behavioral concerns through a similar, centralized system. The goal of the Early Notification System is to consolidate several types of notifications into one system. This will enable instructors and staff to send and review notifications from a single place in hopes that it will better the faculty response rate, thus assisting in monitoring students' academic performances and enabling advisors and students more timely access to information that may help in improving student performance.

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3 Filling Orders Faster

Office of Information Technology

The Office of Informational Technology needs to reduce the time taken processing and acting on customer requests. Additionally, our customers have more interactions with our database than ever before and our accuracy issues must be addressed. We contacted Alisa Salewski from the Office of Service and Continuous Improvement, and she agreed to lead a Kaizen event in our office. The event will be used to kickoff a more aggressive continuous improvement effort. Changes and results are still in the works.

Victoria Sheehan, vsheehan@umn.edu
Quality Improvement Tool: Kaizen Event

4 Starting the Self-Service Student Account Rewrite

Office of the Vice Provost for Undergraduate Education, Academic Support Resources, and Office of Information Technology

How much do I owe? Where's my refund? Students, parents, and others who help pay for rising tuition costs and other educational expenses are confused by the University's disjointed applications for billing, payment, and student account presentment. The Self-Service Student Account Rewrite Project has identified the information needed to help users navigate their account, stay current with their payments and reduce confusion. For approval to go forward with this project, the Strategic Technical Advisory Team will review the project business case and requirements in the next few months. Once approved, the Student Account Rewrite project would follow the typical Software Life Cycle of analysis, design, development, testing, and training. Ultimately, deployment will provide customers – the students, parents, and others – with clear answers to these common student account questions.

Carolee Berge Cohen, c-cohe@umn.edu

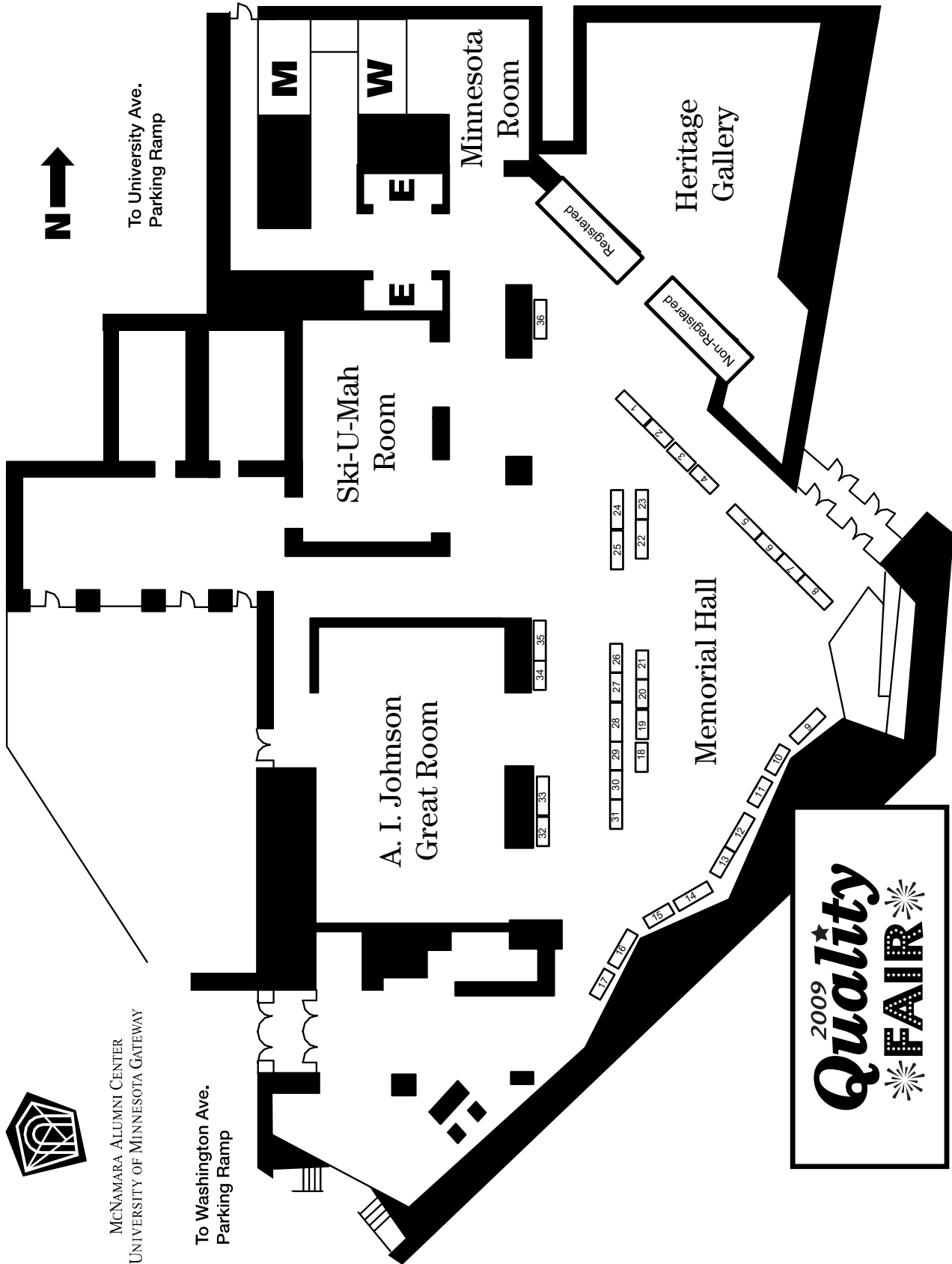
**5 Increasing On-Campus Student
Employment for Improved Graduation
and Retention Rates**



Department of Human Resources, Duluth

Research provides overwhelming evidence that on-campus employment improves retention and graduation rates. In Fall '07, 2,100 NHS students were surveyed about their interest in on-campus employment. While 62% indicated interest, only 19% were actually served. For Fall '08, UMD implemented a pilot program providing guaranteed on-campus employment for 30 NHS students. Randomly selected UMD departments were selected to participate. As of late last year, we have successfully placed 26 students.

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