Breaking the Stagnation Standoff: The case for process innovation in higher education

Joseph Drasin, D.M. – University of Maryland, College Park
Joseph Drasin, D.M.

Practice

Research

Education

LinkedIn: https://www.linkedin.com/in/jdrasin
Twitter: @jdrasin
Email: jdrasin@gmail.com
Learning outcomes

• An overview of the value of process innovation
• An understanding of some of the systemic challenges that exist in higher education
• The argument for why institutions should develop a process innovation capability
• The mechanics and skills needed to develop a process innovation group
The Challenge
Institutions of higher education have generally struggled to make effective and long-lasting change to key business processes.
IT Projects can go very **wrong**

“One in six of the projects we studied was a black swan, with a cost overrun of 200%, on average, and a schedule overrun of almost 70%”
– September 2011

The WorkDay project is one of several challenges involving technology at the university. We are also carefully evaluating our central IT service offerings, as our current service costs far outstrip our budgeted revenue resulting in an estimated budgetary shortfall at the end of the last fiscal year of approximately $15 million. That number will continue to grow while we work toward a sustainable solution.

New UW payroll system behind schedule, more costly than expected

University of California’s $220 million payroll project reboot
But they don’t always

On Budget

In the Newspaper

*Not Statistically Accurate – But you get the idea*
The design of Business Processes is a key factor in determining system implementation success or failure.
What is a business **process**?

Create knowledge (grants acquisition and management)

Acquiring new capabilities (hiring)

Acquire goods and services (procurement)

**How value is created and delivered**

Obtain a new student (admissions)

Educate a student (teaching and assessment process)

Facilitate communications (WiFi deployment)
Processes exists along **two dimensions**

The **horizontal** end-to-end

Create and deliver some value
For example
And the second **dimension**

- Process (Workflow, policies, etc...)
- People (Motivation, training, skills, etc...)
- Tools (IT systems, machinery, space, etc...)
- Data (Integration, definition, business modeling, etc...)

**The vertical top-to-bottom**
This is the **holistic** view of process
Good process are hard to design

Know all stakeholders

Balance diverse stakeholders

Operate in an ever-changing environment

See beyond your own perspective

Integrate process, people, tools, and data across a value chain
But without this, processes are driven by inertia
Higher Ed has **struggled** with implementing PI

We need to stop borrowing from industry
We have a complex mission.
Which is a **challenge**

**WORKING AT A RESEARCH UNIVERSITY**

How it is supposed to be

- Teaching
- Research
- Service

**HOW IT IS**

- The indirect cost harpies
- Teaching
- Research
- Service
We have a complex strategy
EQUITY, DIVERSITY AND INCLUSION

III. Financial Aid to the Mentors Themselves

It will support a vigorous clinical research program in areas that will continue to transform the educational experience for the Outstanding-Style programs.

ADMINISTRATIVE PROCEDURES

The university will support convocations, awards and programs that support world-class research. In recognition of its role as an Institution of Excellence institution-wide, the physical campus, there is also a significant shift in strategy that helped attract private investment, aided by a comprehensive strategic plan for the campus and the economic growth of the state.

Also, the academy has launched a minor in Arts, combining new training facilities with MPower research and initiatives and collaborating to achieve excellence institution-wide. Leaders in virtually every field now need to demand respect for the arts and culture in the state. The Phillips—America’s first museum of modern art—has great strength and an endowment for professorships and chairs.

Recent investments of $300 million, begun in 2008, has great strength. The Maryland Center for Health Equity, which tracks the impact of the arts in the state is over $12 billion in outcomes.

The Phillips Collection creates new opportunities to enhance the university’s profile in the arts. The Phillips—America’s first museum of modern art—and the Phillips Collection are beginning to explore development options as rising stars—students, postdocs, research scientists and faculty members. These new faculty members will allow us to expand enrollment and work in the community.

The university will support convocations, awards and programs that support world-class research. In recognition of its role as an Institution of Excellence institution-wide, the physical campus, there is also a significant shift in strategy that helped attract private investment, aided by a comprehensive strategic plan for the campus and the economic growth of the state.

The university will support convocations, awards and programs that support world-class research. In recognition of its role as an Institution of Excellence institution-wide, the physical campus, there is also a significant shift in strategy that helped attract private investment, aided by a comprehensive strategic plan for the campus and the economic growth of the state.

The university will support convocations, awards and programs that support world-class research. In recognition of its role as an Institution of Excellence institution-wide, the physical campus, there is also a significant shift in strategy that helped attract private investment, aided by a comprehensive strategic plan for the campus and the economic growth of the state.
The **challenge** of this complexity is...
Process improvement has never been more needed
The Approach
Our model of work

As-Is Assessment
Facilitation
To-Be Design

Training
Teaching
Publication

Best Practices
Change Management
Business Trends

UPI

Practice
Research
Education
Our value proposition
Our principles

While we value...

...we place greater value in

1. Numbers
2. Models
3. Presenting Recommendations
4. Talking to SME
5. Optimizing Individual Procedures
6. Technology

- People, Processes & Tools
- How Organizations Interact with Models
- Assisting in Journey/Change Management
- Engaging All Stakeholders
- Optimizing Global Processes
- How Tech Facilitates
Our methodology
Change is about relationships
Define Terminology

Create/Bound Context
Involve All Stakeholders

Understand Their Differing Needs
Assess Process

- Synthesize Data
- Build and Validate Models
- Identify Data Gaps
- Identify Follow-Up Areas

Ensure Proper Level of Detail

Build Accurate Models
Mission, strategy, goals, and objectives

Culture, core competencies, and management systems

Process Title

Process Step 1
- Workflow Design
  - The sequence of steps, decisions, and handoffs carried out by the process's actors between the initial event and the final result.

Process Step 2
- Information System/IT
  - Any technology, system or tool that is used, or could be used as part of the process. The lack of a technology is often noted here too.

Process Step 3
- Motivation & Measurement
  - This is how the process and performers are measured. It includes how those measurements motivate people to perform in a particular way.

Process Step 4
- Human Resources & Organization
  - Anything that impacts the "who" in a process relates to the human resources enablers. Having the right people with the right skills and aptitude in the right job is important.

Process Step 5
- Policy & Rules
  - Processes are usually guided by business rules and policies, many of which are now obsolete or for which the original rationale is long since forgotten.

- Facilities/Physical Environment
  - The work environment, location of related people or tools, and general culture of an organization can be process enablers.
Client in the Loop

Validate Process
- Conduct Mid-Point Briefing
- Pragmatically and Semantically Validate
- Validate Models Externally

Stakeholders Validate Models
Provide a Case for Action

Not Focused on Technology
The Results
Some numbers

- 7 Published papers
- White papers, best practices, and guides
- 24 Large projects
- 233 Staff directly involved
- 84% of Clients return
- 80% of Clients implemented change
- $100,000s in identified savings
- 11 Conference talks
- 154 Employees trained
- 186 Students taught

A whole lot of good will
Build it
How to make the business case
The first project has to fit
The right staff
Governance approach
Give it time
We have learned a lot (in 2017)

1. Don’t be scared of the elephant in the room
2. It is the journey, not the destination
3. You can never talk to enough people
4. There are bad clients
5. Leverage your position at a university
6. Build and define a concept model
7. This practice takes time to develop
To learn more

UPI Website: http://it.umd.edu/processinnovation

Email: jdrasin@umd.edu


