Organizational Excellence: The Path Forward Continued
May 11, 2016
Agenda

9:00 am  Welcome
9:10 am  Update on Campus and OE Initiatives
9:40 am  Workgroup Recognition
9:55 am  Break
10:00 am Workgroup Presentations
10:30 am Case Studies
11:00 am Break
11:05 am Survey Participation
11:10 am Exercise
11:25 am Report Out
11:55 am Closing
Welcome
Ron Coley, Vice Chancellor for Business and Administrative Services
Update on the Campus
Paul D’Anieri, Provost and Executive Vice Chancellor
Path to Preeminence

Excellence

- Research Preeminence
- “Finish in Four”
- Student-Faculty Ratio

Reshaping and Growing Enrollment
- Surpass 25,000 students by 2020

Faculty Growth
- Hire 300 new faculty members by 2020

Research, Scholarship, and Creative Activity Growth
- Increase Federal Contracts & Grants by $200 million

Foundations of Campus Health
- Optimal staffing
- Enhance efficiencies
- Refining and defining the use of space
- Diversify financing & development activities
Faculty Hiring Plan: Goals and Hiring Progress

GOALS

1. Decrease Student/Faculty Ratio
2. Increase Research Funding
3. Expand Diversity

Faculty Headcounts (October Payroll)
2013 to 2015 and 2020 Goal

118 Open Recruitments in FY 2015-16

Total=971

Ladder-rank/Clinical/LSOE
Cluster
Federal Research Funds Received


Up 43% from 2012 to 2015, despite an 8% drop in federal research funding during that same time.

Dollars in Millions

- 2012: $68M
- 2013: $68M
- 2014: $78M
- 2015: $97M
### NSF Rankings 2012 vs 2014

#### 2012 NSF Rankings

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<td>New York University</td>
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<td>57</td>
<td>University of Alaska Fairbanks Campus</td>
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<td>University of Pittsburgh</td>
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<td>Brown University</td>
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<td>Vanderbilt University</td>
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<td>University of California, Santa Cruz</td>
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<td>University of New Hampshire</td>
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<td><strong>University of California, Riverside</strong></td>
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<td>William Marsh Rice University</td>
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<td>Case Western University</td>
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<td>Texas Engineering Experimentation Station</td>
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<td>74</td>
<td>Northeastern University</td>
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<td>University of Connecticut</td>
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<td>Drexel University</td>
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#### 2014 NSF Rankings

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<td>Scripps Institute of Oceanography</td>
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*UCR has surpassed all the institutions in blue*
Reshaping and growing student enrollment

UCR PROJECTED ENROLLMENT GROWTH: FALL 2014 TO FALL 2020

Undergraduate growth is projected at 12% while Graduate Student growth will be 54%.

*Graduate enrollment includes Credential Students and represents UCR's approved Long-Range Enrollment Plan.
UCR continues to close gaps in graduation rates among diverse and economically disadvantaged students

UCR six-year graduation rates compared to national averages (Cohorts graduating in 2013 to 2015)

Source: ir.ucr.edu
UCR continues to increase graduation rates while maintaining access and diversity

UCR 4 & 6 Year Graduation Rates and 4 Year Comparison to UIA Schools
(All Colleges, First Time Freshman)

- Ohio State: 58.5%
- UT Austin: 57.8%
- Iowa State: 43.6%
- Kansas: 41.0%
- Oregon State: 32.9%
- Georgia State: 23.3%
- Purdue: 51.5%
- ASU: 49.0%
- UCR: 53.1%

Graduation Rates

UCR 4-Year Grad Rate
UCR 6-Year Grad Rate

Cohort Year

2006 2007 2008 2009 2010 2011

4-Year Rates at UIA Schools
UCR 4-Year Grad Rate
UCR 6-Year Grad Rate

(UIA) University Innovation Alliance
Student Success Strategy 1: Increase retention

UCR First-Year Freshman and Transfer Retention Rates
(All Colleges)

Retention Rates

Freshman Retention Rate
Transfer Retention Rate

Target: 95%
Student Success Strategy 2: Increase unit counts to 15 per quarter

UCR Average Quarterly Unit Counts
Fall 2012 – 2015
Master Plan – UCR’s Vision for the Future
Update on OE Initiatives
Maria Anguiano, Vice Chancellor for Planning and Budget
What is Organizational Excellence?

Organizational Excellence refers to ongoing efforts to establish an internal framework of standards and processes intended to engage faculty and staff to collaborate and work toward fulfilling UCR’s mission.

“About doing the right things, and doing them well.”

-- Maria Anguiano, Vice Chancellor

“An effort for us to develop a clean process to examine everything that we do administratively.”

-- Ron Coley, Vice Chancellor
What are the key initiatives associated with Organizational Excellence at UCR?

**OE Workgroups: Culture of Collaboration**
- Streamline Business Processes
- Process Standardization
- Culture of Collaboration & Innovation
- Professional & Leadership Development

**Organizational Excellence “OE”**

- **IT Rationalization**
- **New Student Information System**
  - Banner Implementation
- **Human Resources**
  - Compensation Optimization
  - Performance Management
- **Budget Redesign**
  - Activity Based Costing
  - COGNOS Reports Project
- **UCPath**
  - Riverside Early Adopter
- **Space Management**
  - Space Utilization Survey
- **Enterprise Risk Management**
Workgroup Recognition
Paul D’Anieri, Provost and Executive Vice Chancellor
Workgroup Members: Streamline Business Processes

- Brian Dahm
- Sherice Underwood
- Laura Manor
- Bill Bingham
- Veronica Valenzuela
- Jasmine Mejia
- Isaac Owusu-Frimpong
- Kathy Carrington
- Holly Evans
- Tami Friedrich
- Kyong Salmons
- Beverly McNeil
- Debra Longazo
- Daniele LeCesne
- James Lin
Workgroup Members: Culture of Collaboration & Innovation

Virginia Odien
Irma Henderson
Joseph Martinez
David Casale
Candace Gruber
Erica Healander
Sureyya Tuncel
Mariella Valdivia
Hassan Ghamlouch
Jennifer Hopper
Katie Sanchez
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<tr>
<th>Workgroup Members: Business Process Standardization</th>
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<tr>
<td>Tomika Davis</td>
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<tr>
<td>Sally Tavizon</td>
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<td>Lindy Fenex</td>
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<td>Maggie Souder</td>
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<td>Isidra Martinez</td>
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<td>Alissa Rackstraw</td>
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<td>Amanda Grey</td>
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<td>Reasey Heang</td>
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<td>Sabrina Schuster</td>
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<td>Kirsten Jasna</td>
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<td>Cherie C. Pierce</td>
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<td>Duane M. Conley</td>
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<td>Sean Cason</td>
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<td>Sue Champion-Tintorer</td>
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<tr>
<td>Estella Davalos</td>
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<tr>
<td>Paco Mendez</td>
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<tr>
<td>Tim Willette</td>
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<td>Christine Smith</td>
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5 Minute Break
OE Workgroup Update
Workgroup Video
How did UCR embark on OE workgroups?

The votes are in on what Organizational Excellence areas should be prioritized campus wide.

- Streamline Business Process: 186
- Culture of Collaboration &...: 177
- Professional & Leadership...: 166
- Process Standardization: 165
- Culture of Continuous Improvement: 154
- Organization Simplification: 149
- Empower Bottom Up Change: 144
- Specialization of Services: 88
Key areas of focus identified by the campus

**What’s been done:** 2015-16: Workgroup research focus areas:

- Streamline Business Processes
- Culture of Collaboration & Innovation
- Business Process Standardization

Professional & Leadership Development
Culture of Collaboration and Innovation

The Organizational Excellence Journey
Journey of Culture of Collaboration and Innovation

Learning how to collaborate

Learning how to think big

Breaking past current conditions
Current collaboration conditions at UCR
Recommendations for improved collaboration at UCR: Change Management

“'I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.’”

**Definition:** change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.
Change Management Prosci Methodology

**Awareness**
- What is and isn’t working in my organisation
- What are my options
- Communicate that there is a problem
- Focus attention on the most important reasons to change

**Desire**
- Communicate benefits for adoption of Scrum
- Identify risks involved
- Build momentum
- Address fears

**Knowledge**
- Learn new technical skills
- Learn to think as a team
- Learn how to timebox
- Share information
- Set reasonable targets

**Action**
- Employ a suitable governance framework
- Training the basics
- Start small
- Don’t do it by stealth
- Adjust processes that touch the Scrum teams

**Reinforcement**
- Engage a Scrum Coach
- Identify champions
- Share Scrum experiences
- Learn from early mistakes

enablement zone

engagement zone
Recommendations for improved collaboration at UCR: Professional Development

**Employee Training / Skills Building**
- Team Building
- Job Shadowing
- Mentorship / Mentee Opportunities

**Evaluations and Rewards**
- Measurable Evaluations
- Develop Rewards

**Management 360’s**
- Active Training within a Month of Results
- Assess and Address Improvements after Training

**Peer Reviews**
- Annually, plus Project-Based
Recommendations for improved collaboration at UCR: Online Repositories & Collaborative Spaces

Online Repositories for Ideas and Solutions

- UCR ideas and solutions repository
- UCR LinkUp skills repository

Collaborative Spaces and Forums

- Meetings across campus encouraging collaboration
- Outside space
Streamlining Business Processes

The Organizational Excellence Journey
Journey of Streamlining Business Processes

- Service-Based Client Focus
- Leverage “Lean” Work
- Collaboration and Partnership

Develop a “Lean Road Map”
Seek and Apply Client Feedback
Publish “Traveling Lean”
Current conditions underlying business process streamlining at UCR

- Growing Client Demand for Value
- Segregated Systems
- No Report Generation
- Redundancies
- Complex Processes
Recommendations for streamlining business processes at UCR: **Lean Methodology**

*Lean is a methodology for maximizing customer value and improving quality through eliminating waste and conducting continuous improvement.*

- Defects
- Overproduction
- Waiting
- Non-Utilized Talent
- Transportation
- Inventory
- Motion
- Extra-Processing
Defining Streamlining and Standardization

Streamline (Speed)
- Client Focus
- Increase speed
- Eliminate waste
- Remove non-valued steps
- Increase flow of value

Standardize (Quality)
- Client Focus
- Improve quality
- Eliminate variation
- Reduce process defects
- Increase uniform output

Excellence (Administration)
- Satisfied Clients
- Higher Quality
- Faster Service
- Reduced Cost
- Lean Administration
Business Process Standardization

The Organizational Excellence Journey
Journey of Business Process Standardization

Collaborate on problem and opportunity

Conducted best practices research

Examined current conditions

Analyzed Root Cause

Identified Client Needs (Transactors & CFAOs)

Developed Integrated Model: Policy – Process - Service
Current conditions underlying business process standardization at UCR

- Delayed communication
- Lack of routine campus policy or systems training
- Lack of uniformity in process application
- Lack of consistent direction on best practices in implementing policy changes
- Lack of involvement in policy development and deployment
Recommendation for standardizing business processes: Discover, Map, and Analyze

**Discover**
- New Ideas
- Client Value
- Leadership Support

**Map**
- Current State
- Performance
- Time Driven Activity Cost

**Analyze**
- Waste
- Root Cause
- Goals for Improvement
Recommendation for standardizing business processes: **Improve, Engage, and Implement**

**Improve**
- Future State
- Client Access-Pull
- Speed and Quality - Flow of Value

**Engage**
- Clients
- Leadership
- Policy - Process - Service Owners

**Implement**
- Processes & Tools
- Training Plans
- Time Driven Activity Savings
Recommendation for standardizing business processes: **Sustain**

- Process Gains
- Lean Culture
- Employee Empowerment
In conclusion, a collaborative culture will allow us to focus on our strategy and will bring UCR to new heights.
Case Studies: Bringing it all together
Case Study 1 – Merging of Physical Plant & Housing Facilities
Hassan Ghamlouch: Director of Facilities Management
Case Study 2 – IT Rationalization
Eric T Martin: Project Manager
Case Study 3 – CHASS Payroll
Tanya Wine: Financial & Administrative Officer
Amanda Labagnara: Financial Analyst
5 Minute Break
Survey Participation & Exercise
Having heard the work group recommendations, please rank the "pain points" previously identified during the February 23rd, 2015 speaker series event in the order you feel they should be prioritized for improvement.
Based on the OE workgroup presentations, which of the following types of training/professional development courses would you most like to receive? Please choose your top three trainings.
Group Exercise: 11:10am-11:55am (45 minutes)

- Discussion (15 min)
- Report Out (30 min)

How will the trainings you identified in the survey empower you to be an Agent of Change in your department?
Closing
Ron Coley, Vice Chancellor for Business and Administrative Services
Ambassador, Advocate, & Workgroup Requirements

**Staff Ambassador and Faculty Advocates**
- 5% Time Commitment (2hrs/week)
- Work as liaisons to point people to OE resources
- Advocate on behalf of OE within your department and attend OE events

**Workgroup Members**
- 10% time commitment (4hrs/week)
- 3 month commitment with official supervisor leave
- Participation in facilitated process workflow workshops
UCR Campus Feedback Application

We want to hear from you!

Link on OE Website: www.excellence.ucr.edu
Organizational Excellence Planning Committee

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Jasper Cheng
Analyst III / Consultant
Business and Administrative Services
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Thank you for your participation!