



University System of Ohio
Board of Regents

**Program Approval Process
Kaizen Event Report Out**

March 2, 2012

Team: “UnbeLEANable”



The Team

Senior leadership: Jim Petro, Chancellor

Sponsors: Stephanie Davidson*, Vice Chancellor
(*Also Team members) Tom Bordenkircher*, Assoc. Vice Chancellor
Lana Ruebel, Deputy Chancellor

Team leaders: Shane DeGarmo, Director, Private & OOS institutions
Cathy Hill, Asst. Director, 2-year institutions
Sheryl Hansen, Director, AQA Educator Prep

Team members: Char Rogge, Administrator, Graduate programs
Jane Fullerton, Consultant, Academic Affairs UG programs
Corey Posey, Consultant, AQA Educator Prep.
Daia Hatchett-Jackson, Admin. Assistant, Program Review
Carlos Bing, Asst. Director, GEAR UP program review
Robert Burke, AICUO, Director of Research
Cheryl Lyman, Ohio School Facilities Commission

Subject Matter Experts:
Michelle Chavanne, OBR, Asst. General Counsel
Michael Hopcraft, OBR, IT Special Projects Coordinator
Darlene McCoy, OBR, Director, Digital Initiatives
Betty Johnson, OSS
Catherine Henderson, OSS
Sherri Lowe, OSS

Stakeholders

Taxpayers

Students

Institutions of Higher Education
(public and private)

Educator Preparation Programs

IUC, OACC, AICUO, OACCS,
SBCCS

Accreditors

Reason for improving this process

To reduce the burden on institutions and staff

Scope of Event

What is the process?

The process begins when a new private or out-of-state institution seeks initial authorization (Rule 3333-01-8), including approval to offer an educator preparation license or endorsement (Rule 3301-24_01-14). The process ends with the initial authorization and licensure approval.

Out of Scope

Areas that will not change as a result of the Kaizen event are:

- o No one loses their job because of the Kaizen event, but duties may be modified
- o No additional staff
- o No additional money
- o No change to standards
- o No change to integrity of review
- o Public comment solicited prior to a final review by the Chancellor
- o No IT solution until an improved process is devised and it is determined that an IT solution is needed

Potential Issues

What do we need to know going in?

- program is exceedingly complex

What might change soon?

- new program approval manual
- new rules regarding program approval and fees
- federal regulations regarding state approval of distance - education programs
- National accreditation of education programs (NCATE and TEAC become CAEP)

New initiatives coming up?

- increased efforts on getting students into and through college
- more dual enrollment
- more credit transfer

Changes in staffing or equipment or technology?

- would like system to be web-based—RACGS may already be moving that way

Goals & Objectives

1. Reduce burden on institutions/enhance customer satisfaction
2. Reduce burden on staff/enhance staff mental health
3. Reduce the time needed for approval while maintaining quality

Scorecard

Measure	Current Level	Target	Gap
Time from official inquiry to proposal submission	4 – 7 months	Reduce by 50%	2 – 3.5 months
Time from proposal submission to review completion	8 – 13 months	Reduce by 50%	4 – 6.5 months
Staff time spent on review process	420 – 497 hours	Reduce at least 40%	210 – 249 hours
Indirect costs to Institutions		Reduce at least 40%	

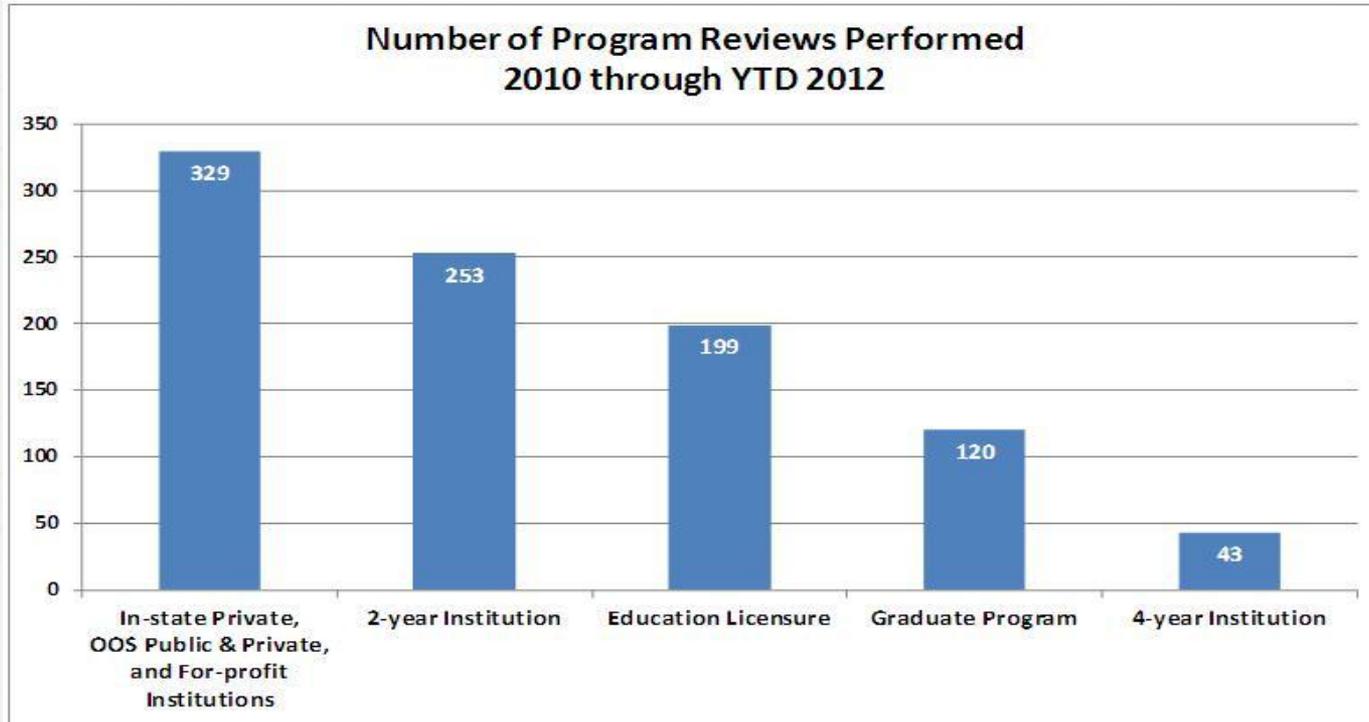
OBR Program Approval - Baseline Data

Ohio Board of Regents - Academic Program Reviews

Number of Reviews Performed 2010 - YTD 2012

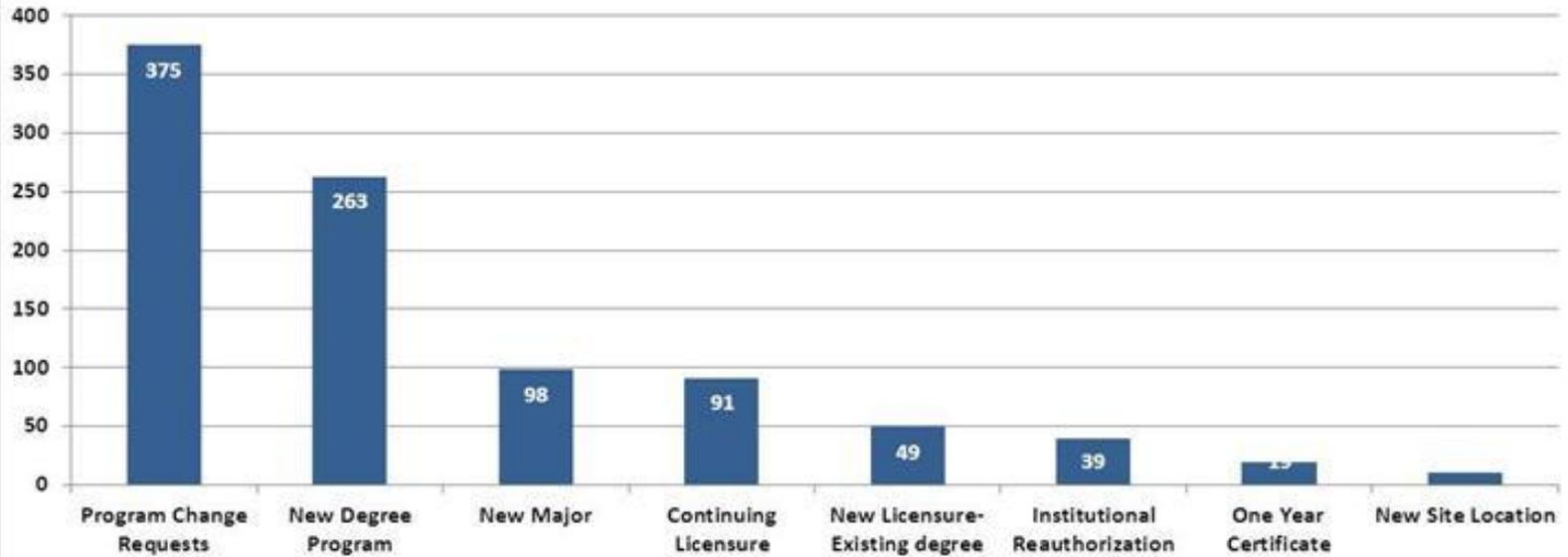
	2-year Institution	4-year Institution	In-state Private, OOS Public & Private, and For-profit Institutions	Graduate Program	Education Licensure
New Degree Program	41	2	134	27	59
New Major	38	19	41		
New Site Location	10				
One Year Certificate	18			1	
Program Change Requests	146	22	115	92	
New Licensure-Existing degree					49
Continuing Licensure					91
Institutional Reauthorization			39		
Total	253	43	329	120	199

OBR Program Approval Baseline Data



OBR Program Approval Baseline Data

Number of Program Reviews Performed
2010 through YTD 2012



OBR Program Approval Baseline Data

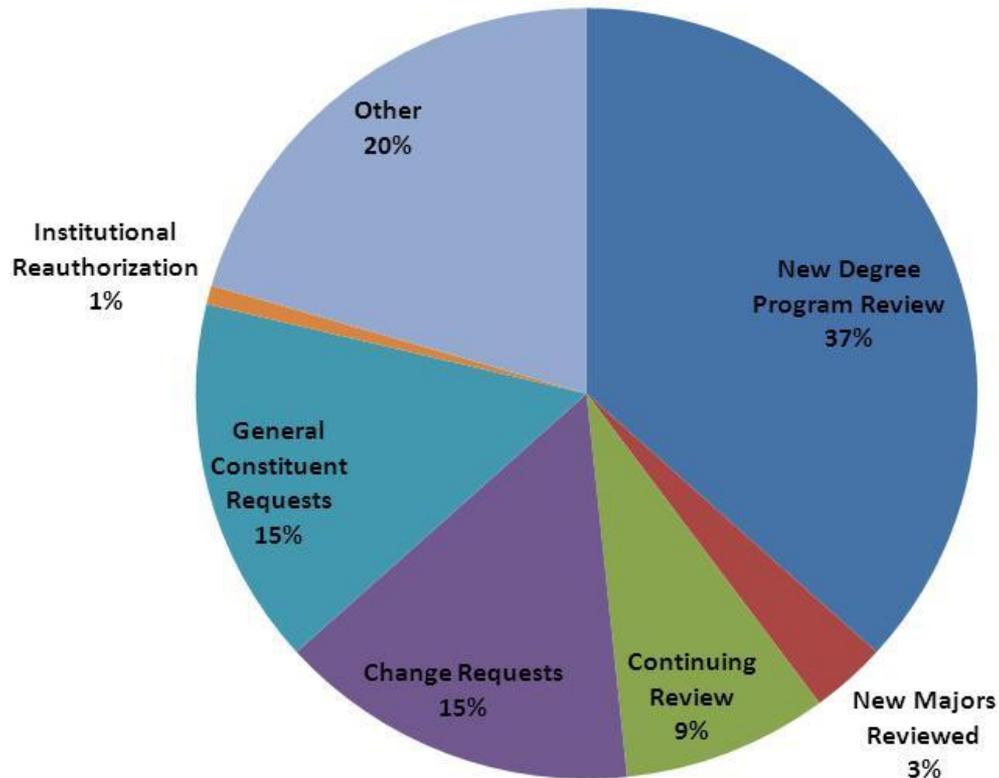
OBR Staff Time per Review	Range (in hours)	
	Minimum	Maximum
Initial Contact	30	50
Proposal Submission: Pre-submission	20	25
Proposal Submission: Post-submission	25	30
Review: pre-visit	150	150
Review: during	160	200
Review: post-visit	10	12
Decision	5	10
Follow-up	25	30
Total Hours	425	507

OBR Program Approval Baseline Data

Program Review Timeline	Range (in months)	
	Minimum	Maximum
Initial Contact	1	1
Proposal Submission: Pre-submission	3	6
Proposal Submission: Post-submission	2	2
Review: pre-visit	3	4
Review: during	0.1	0.1
Review: post-visit	2	6
Decision	1	1
Follow-up		
Total Hours	12.1	20.1

OBR Program Approval Baseline Data

**Estimated Overall Staff Time Spent on Review
Activities**



The Kaizen Approach

Team-based energy and creativity drives immediate process improvement

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Day of Learning	Day of Discovery & Developing Improvement Ideas	Day of Improvement & Creating the New process	Day of Design Implementation & Documentation	Day of Celebration & Results Schedule 30-60-90-day follow-ups

At the end of the week, each Kaizen team has designed dramatic operational improvements

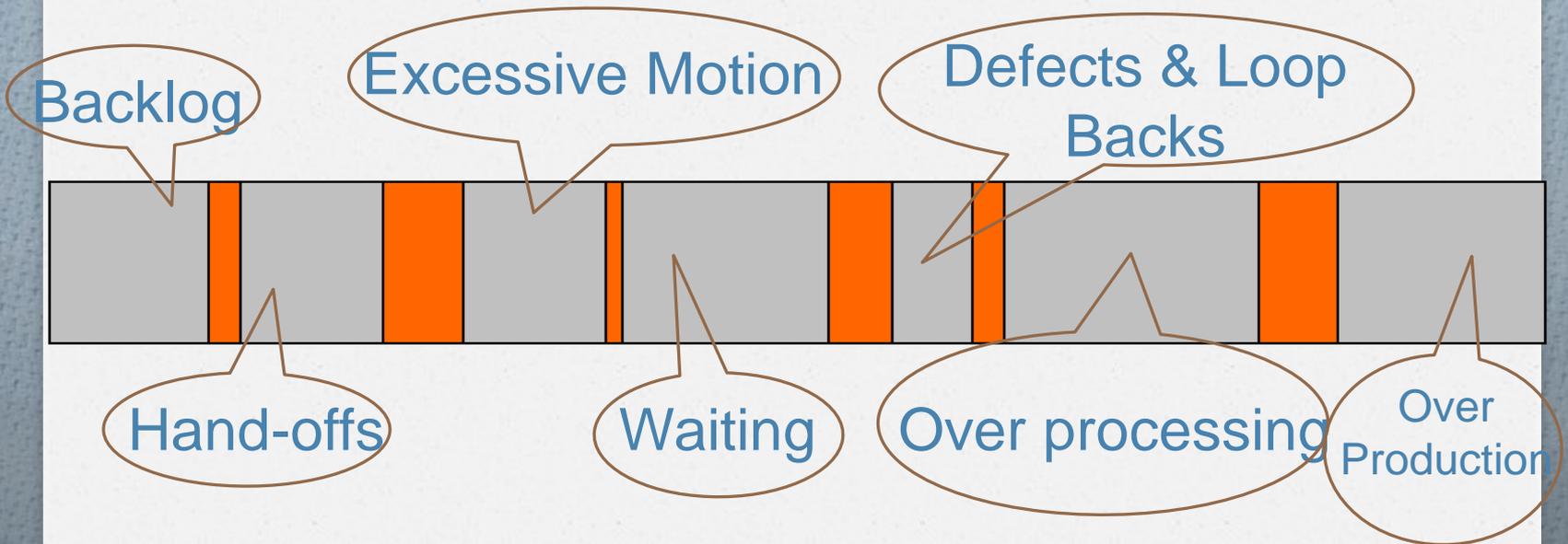


To Break for the Better

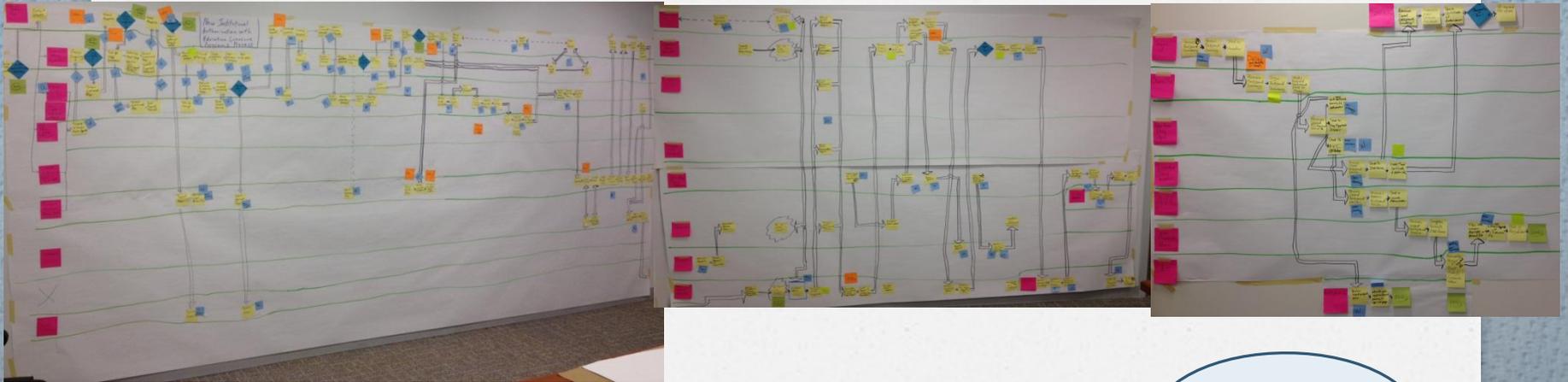


- Clear objectives
- Team process
- Tight focus on time (one week)
- Quick and simple, action first
- Necessary resources available right away
- Immediate results (new process functioning by end of week)

Lead-time Reduction



Current-State Process Map



175 steps
76 handoffs
9 decisions

Oooh, nooooo!
That's too
many steps



The original process had:

- o Too many steps
- o Too many handoffs
- o Over-reliance on one person
- o Lack of clarity of roles
- o Multiple entry points
- o Duplication
- o Lot of wait time
- o Lack of efficient communication

The team brainstormed 67 unduplicated improvement ideas

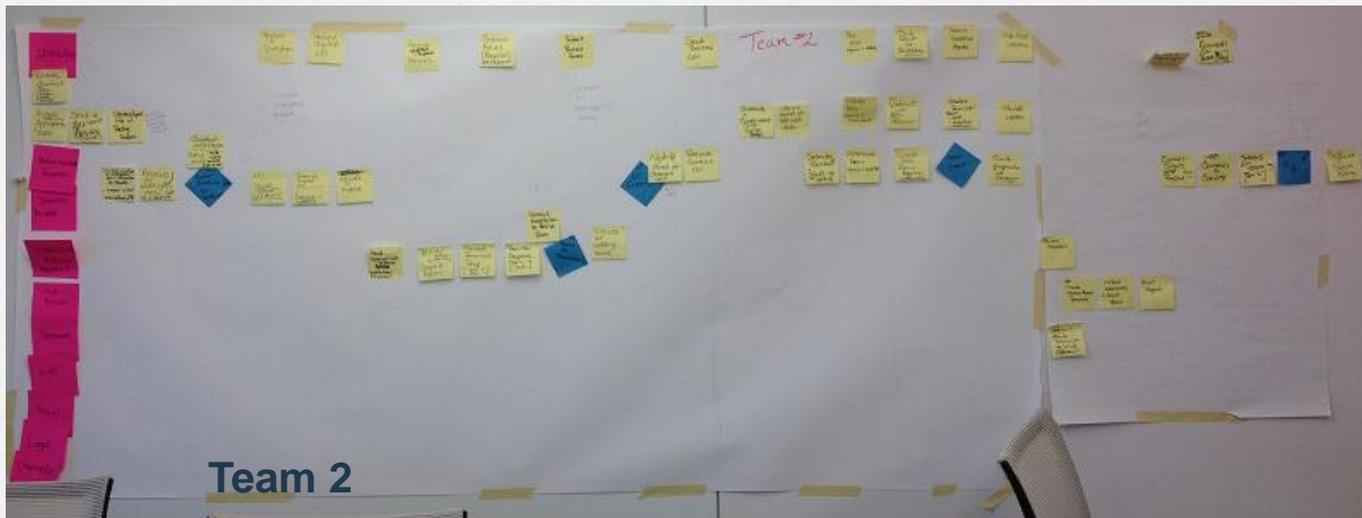
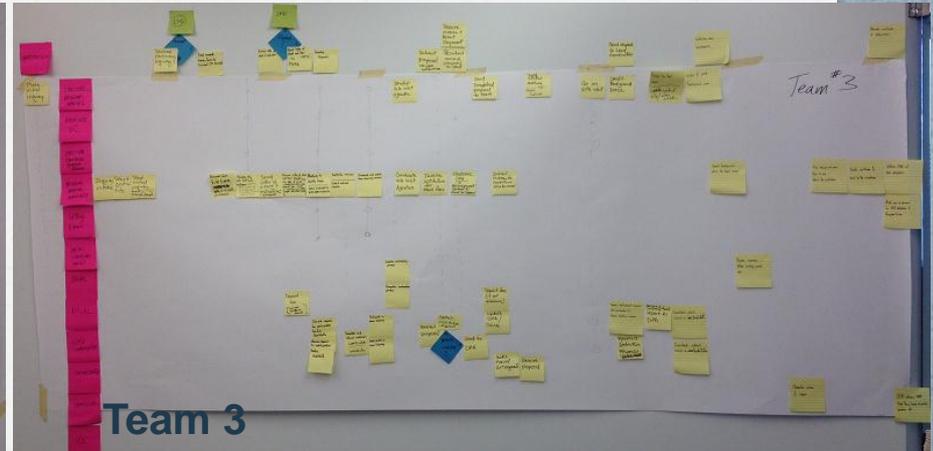
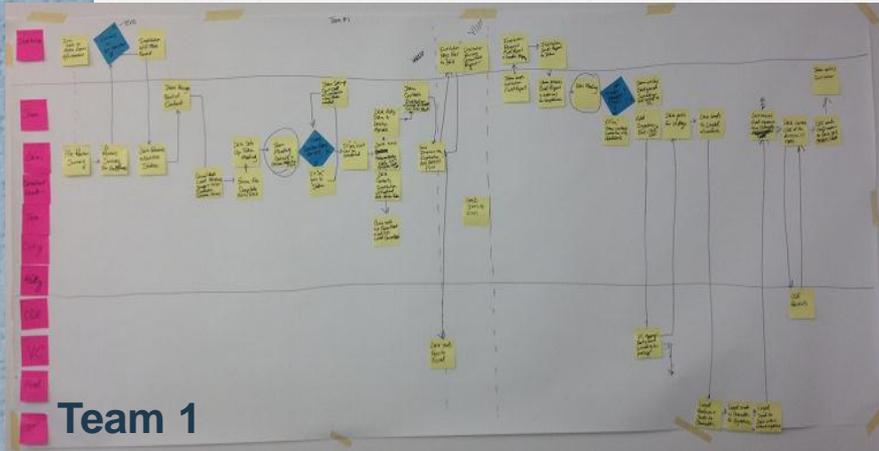
<p>Compress/Combine ALL INVOICING INTO ONE AREA</p> <p>2. Re-Assess Staff PSP RE SITE VISIT (Way to Give Staff MORE WORK TIME IN OFFICE)</p> <p>3. Create PA docs covering PA items</p> <p>4. Prioritize aspects of Review Can Some be REVIEWED AHEAD (LINE LIBRARY BENEVOLENTS PD)</p>	<p>5. Limit hallway conversations + reduce irregular needs to know to informed</p> <p>6. Someone should own the timeline process</p> <p>7. Limit the reviewers - expectations must be formatted (input)</p> <p>8. Provide examples of well-written documents and bullet points for recommendations - completed</p> <p>9. Build checkpoints along the way</p> <p>10. Look for opportunities to review material in advance of the site visit</p>	<p>11. Status report on each request</p> <p>12. Target Time line - sequential</p> <p>13. Electronic System for triggering reminders</p> <p>14. Define staff to be cross-trained on specific roles</p> <p>15. Forum on Website</p> <p>16. Ensure confidential w/ info & secure</p> <p>17. Initial point of entry for all program approval inquiries</p>	<p>Fix The Waste</p> <p>18. Consolidate Degree Approval Files + Libases</p> <p>19. Expand Access to Files</p> <p>20. Standardizing Naming Conventions</p> <p>21. Add Check-lists</p> <p>22. Post Check-lists on Web</p> <p>23. Consolidate Meetings</p> <p>24. Make Meeting Check-lists</p> <p>24. Reappoint Staff Responsibilities</p>	<p>are we sure we're doing the right kind of review, considering the best outcome for the state & who?</p> <p>how does processed program rest play into approval?</p> <p>24. periodic report out of all approvals</p>	
<p>27. USER focus group</p> <p>- [PACGS PROCESS -] WHERE FIT? ALIGN</p> <p>28. CLARIFY IN WRITING ED. OUTCOME possible?</p> <p>21. Create Scenarios for TRAINING, QUESTIONS, IDENTIFY follow-up [WHAT HAPPENS AFTER APPROVAL] METRICS?</p>	<p>30. RAINING OF REVIEWERS MORE (LIMIT NEEDS TO ANSWER QUESTIONS AT REVIEW OR IN SEP PHONE CALLS)</p> <p>21. recruit more REVIEWERS IN ALL AREAS, ESP HIGH NEED AREAS</p> <p>32. SINGLE DOC ENTRY POINT (EDU + AUTH)</p> <p>33. LICENSE AREA - PRESEN FORM</p>	<p>34. Visual Big Ed Timeline [Smart Bd]</p> <p>35. Share point [Evaluate Effectiveness]</p> <p>36. ALIGN FORMS w/ Reg Doc</p> <p>37. USE "RAIN" LANG ON FORMS</p> <p>38. RELEASE "QUINELINE" DOC ALA REG</p> <p>39. FAQ DOC?</p>	<p>40. COLLABORATE ON CONSULIMAT Process</p> <p>41. Formal Reviewer Feedback including discussion consequences</p> <p>42. Communicate Status OF REVIEW WHAT have? - determine why</p> <p>43. Coordinate w/ ALL - + other agency agencies</p> <p>44. USE ANY EXISTING INFO/IMPROVEMENTS WHERE Applicable</p> <p>When would we reduce on reduction in the completed approval process? QUALITY</p>	<p>45. COMBINE OFFICE OF LICENSURE w/ PROGRAM APPROVAL</p> <p>46. Develop a team to write a contract of support</p> <p>47. Single point of contact for all inquiries of LICENSURE</p> <p>48. Develop a team to write a contract of support</p> <p>49. Develop a team to write a contract of support</p> <p>50. Develop a team to write a contract of support</p> <p>51. Develop a team to write a contract of support</p> <p>52. Develop a team to write a contract of support</p> <p>53. Develop a team to write a contract of support</p>	<p>67. RSS Feed / social media to alert</p> <p>54. Develop a team to write a contract of support</p> <p>55. Develop a team to write a contract of support</p> <p>56. Develop a team to write a contract of support</p> <p>57. Develop a team to write a contract of support</p> <p>58. Develop a team to write a contract of support</p> <p>59. Develop a team to write a contract of support</p> <p>60. Develop a team to write a contract of support</p>

The team prioritized the improvement ideas



High Impact;
Within OBR control
to change

Clean Sheet Redesign



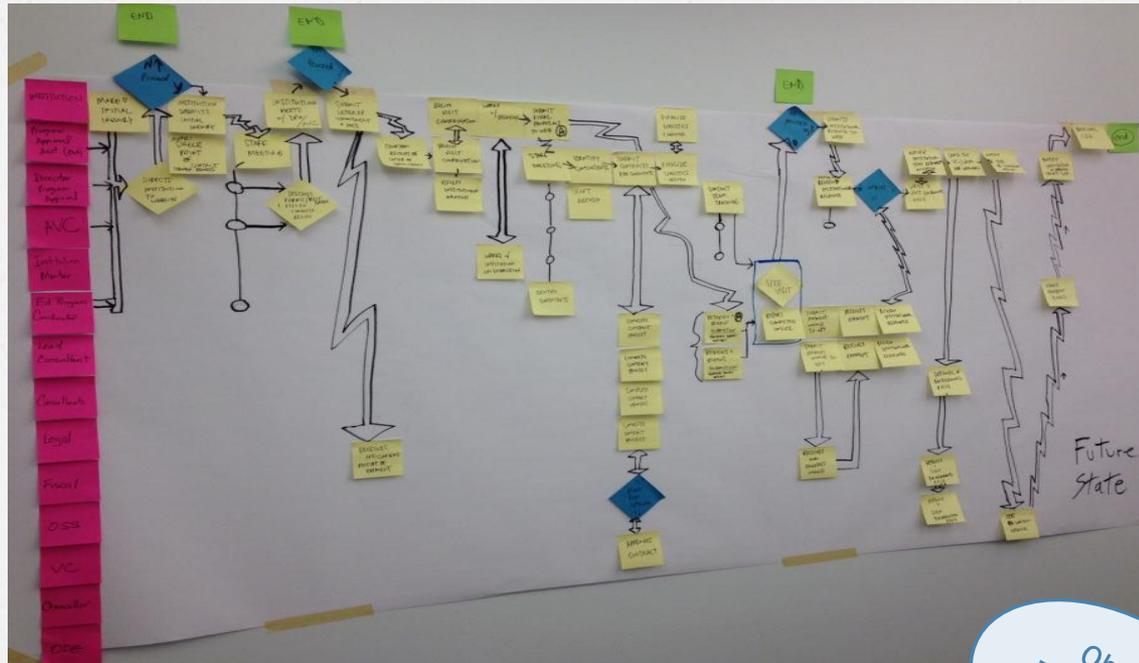
Common Ground

- o Single point of entry
- o Central data tracking
- o Fewer handoffs
- o Consultant reimbursement handled at the institutions
- o OBR team member scheduled meetings
- o Use of checklists
- o Enhanced role of lead consultant
- o Clearly defined role of administrator
- o Streamlined communication with institutions and among staff
- o Initial inquiry survey

Other Ideas to Include in the Redesign

- o Report completed on-site
- o Work with school schedule (not consultant's)
- o Initial Intake questionnaire
- o Central point of contact for ALL consultants
- o Improve Letter of Intent
- o Commitment strategy
- o Lead Consultant/mentor
- o Add signature block to background piece from beginning

The New, Improved Process

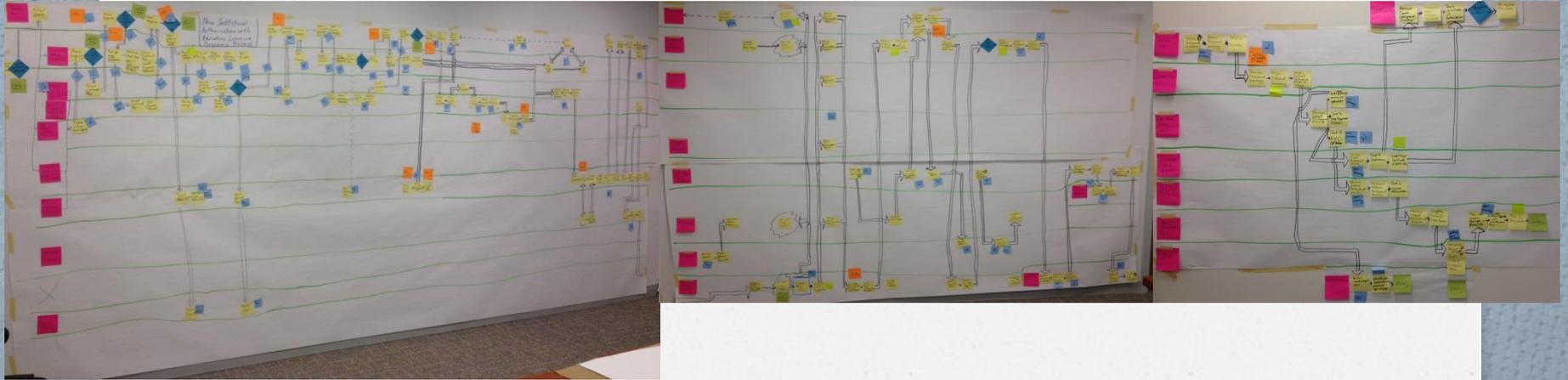


62 steps
25 handoffs
5 decisions

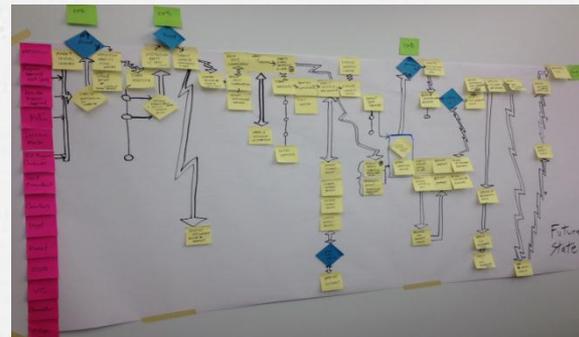


Oh yea!
That's much
better!

Old Process



New Process



The Results

Measure	Before	Projected After	Difference
Number of Parallel & Overlapping Tracks	5	1	4 80% fewer
Steps	175	62	113 (65% fewer)
Decisions	9	5	4 (43% fewer)
Handoffs	76	25	51 (67% fewer)
Processing Time <ul style="list-style-type: none"> • Initial Contact • Proposal Submission • Review • Decision 	1 month 5-8 months 5-10 months 1 month	- Initial Inquiry to program Submission - Proposal Submission to Institutional Response - Staff Meeting to Final Approval	130 days 79 days 44 days
Overall Processing Time	12-20 months	9 months	3 to 11 months

More Results

Time that School Controls: 150 days

Time that OBR Staff controls: 103 days
maximum

More Results

- o Web-based, streamlined process
- o Institutional Mentor
- o Improved consultant training process
- o Transparent process for the institutions
- o Greater clarity in roles, yet team based
- o Central filing system
- o New consultant payment process
- o Model for other review areas
- o Shorter approval process
- o Greater clarity in upfront process
- o Proactive rather than reactive



Projected Cost Savings

Cost Savings per Review: \$2,500

**Projected Annual Savings of
\$12,500**

Cost Avoidance

The revised process will result in significant amount of time that staff can be redeployed for other OBR priorities.

The revised process will result in significant amount of time that staff can be redeployed for other Institution priorities.

Key Issues

Major Improvements

Multiple parallel tracks

Established single pathway

Two separate & unaligned review processes

Merged into one process under one Associate Vice Chancellor

Too much emphasis on one person

Shared responsibility

Too many steps & handoffs with few decisions made

Streamlined the process and set defined decision points

Ad hoc meetings

Strategic & defined meetings

Silo storage

Central, web-based storage process

Lack of understanding of the end-to-end process

Transparency of end-to-end process

Implementation Plans

- o Development of Initial Inquiry
- o Process/Use + Timeline: Initial Inquiry
- o Checklist Revisions
- o LOC Process/Use timeline
- o Fee Schedule Revision
- o Electronic Fee Payment
- o Consultant Fee Schedule
- o External & Internal Communication
- o Training
- o Centralized Filing
- o Web-based Process



Inquiry Survey Action Register



Action Plans

Letter of Commitment

Checklist

4 ACTION REG.
Letter of Commitment
Action Registry

What	Who	When
Shirley sends LOC	Dir. & Academic Approval	within 48 hrs
Institution Receives LOC	Revised Lead Inst. Contact	Upon Receipt
Institution sends signed LOC	Lead Institutional Contact	30 Days
OBR Receives LOC	PAA Mentor	Upon Receipt

Checklist Revision
3 ACTION REG

What	Who	When
Create an institutional member checklist including institutions on sight team	Tom or Shante w/ inst mentors	Data not available has been designated, 3 months (6)
Create an on-site logistics checklist	Carlos, Diana	Within 1 month
Recreate national checklist for on-site review team	Inst. Mentors	Within 1 month of last designation
Recreate national checklist for initial review team	Inst. Mentors	Within 1 month of last designation

Contact Sheet & Revised Fee Schedule

Contact Sheet

What	Who	When
Create Template	Carlos	3/15/2012
Ensure & drive access for all	Carlos & CW	3/15/2012
Finalize Contract Sheet next week	Carlos & CW	4/01/2012
Start using Contract Sheet	ALL Program Approval Staff	4/01/2012

Revising Fee Schedule

What	Who	When
determine proposed fees ↓ collaboration public & private - learn and understand - develop fee schedule - calculate program - determine dollar contribution	Private & out-of-state - dinner fees - site visit - paper review	March 9, 2012
Follow JCAR process	Stephanie Tom Shane Corey Sheryl	June 30, 2012
Communicate changed fees	Legal Michelle Melissa Program Approval Tom Shane	Simultaneous w/ JCAR process
Implement changed fees	Sheryl Share ACAS MARCIA MILLER JULIE PAA	August 1, 2012 (have fall term)



Electronic Payment of Institution Fees

Electronic Payment of Institution Fees
Draft Action Register

What	Who	When
Estimate # of institutions deposits	PAA	Within 1 week
Meet w/ fiscal on process change	PAA, Fiscal, PAA, DPA	w/in 1 week
Fiscal Decision	Fiscal	w/in 2 weeks
Plan - Implement Electronic Payment Process	Fiscal	30 days
Staff Member oversees of new process	PAA	During implementation period
Update documents, communication to institutions	PAA	1 week prior to go-live

Consultant Fee Schedule

Create Consultant Fee Schedule

What	Who	When
Delinate Fees	Tara, Stephanie, Charne, Corey	March 16, 2012
Legal Sign-off	Michelle, Juan	March 19, 2012
Create Materials for Consultant Handbook & Training	Corey	May 1, 2012
Lead Consultant Training (on site)	Program Approval Staff	May 30, 2012
Consultant Training (on site)	Program Approval Staff	July 1, 2012
Implement New Fee Process	PAA	August 1, 2012

What changes Monday...



- Centralized filing & access
- Initial Inquiry Survey development
- Scheduled weekly meetings
- Document revisions
- Expedited filling of open positions

Benefits

- Shane's family and OBR staff will recognize him more
- We will hear Mr. Bill less
- We actually know what each other do throughout the process
- We know each other better
- By the end of the week we became an effective team
- We understand the CURRENT process of program approval and are appreciative of staff's contributions for creating the future process



Personal Lessons Learned

- o Everyone was valued; everyone was equal
- o It is very effective & efficient to learn new concepts through applying them in real time.
- o Staff found better ways to communicate with each other.
- o Having this week to focus on the process is a gift.
- o Tangible acknowledgement of leadership's commitment to the importance of staff and the customers we serve.
- o The immediate engagement of decision-makers was instrumental in transforming the office.
- o We recognized the importance of building relationships with the institutions.
- o We learned valuable skills that we can apply to other situations.
- o We developed a tangible product that will be implemented starting next week.

Life as a member of a Kaizen event Team...



Special *THANKS* to...

- o Chancellor Jim Petro
- o Lana Ruebel, Deputy Chancellor
- o Patty Klein & Briana Hervet
- o Ken Estep, IT
- o Daia Jackson and baby Hillary