



**Background:** Faculty, advisors, and staff need timely access to student information systems. Only with quick on-boarding, clear guidance, and ease of use can they fully leverage the information – and serve students promptly and effectively.

**Process improvement:** Leadership chartered a team to streamline the access-granting process, strengthen controls, and improve service and support. Team members used the methods and tools of Lean to map and analyze the current process, uncover inefficiencies, and develop a future-state process that embeds high-impact improvements. The team also built a set of implementation plans and assembled a scorecard of key measures and projected results. A blitz approach enabled the team to complete the project in two two-day sessions, concluding with a team presentation on July 22, 2016.

**Simplicity in action:**

The new process will have just 14 steps, compared to the current average of 43 steps. (67% reduction)

**Ending the back and forth:**

Time-consuming loopbacks in the process will go from an average of 7 to a maximum of 2. (71% reduction)

**Working smart:**

The new approach eliminates 11 downstream decision points, because needed request info will be received early in the process. (85% reduction)

**Wise use of time:**

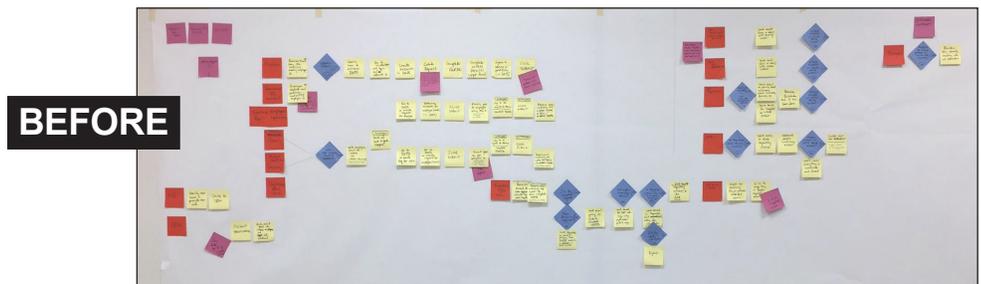
The leaner process will free up an estimated 525 staff hours per year for other work.

\*These team calculations are based on the near-term future-state process shown below.

**Key improvements include:**

- Establish the role of “process steward” to serve as a key guide and gatekeeper in the process
- Place greater accountability on hiring departments at the front end of the process, to ensure that incoming requests for access are complete and ready for processing
- Embed authorizations early in the process
- Ensure that roles are defined by departments – and not by the employee or by the system
- Mistake-proof the request form with an easy-to-follow design and customer-friendly language
- Embed training/learning into the process

**Current-state process for granting access**

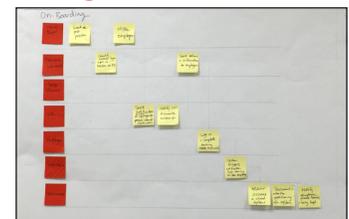


**Future-state process  
*\*near term***



The team developed a near-term future-state process, to be implemented in about 90 days...

**Future-state process  
*long term***



...and a separate future-state process that is more visionary, involving bigger changes that call for a longer development time frame.

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