Process Improvement in Higher Ed: Challenges and Lessons Learned

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The challenge of improving large-scale processes in higher education lies in the ability to coordinate significant changes across a system of people, processes, tools, & data.

End-to-End Value Delivery
- A holistic end-to-end view of how value is delivered, considering people, processes, tools, and data.

Top-Down & Bottom-Up Design
- A collaborative approach to process design in which upper management determines general goals and direction ("what") while those who execute the process determine the particulars ("how").

Lessons Learned
1. Focus less on the artifacts to be delivered, and more on the process which creates them.
2. Always consider the totality of the end-to-end process.
3. When gathering information about a process, include every stakeholder.
4. Focus a greater amount of time understanding, "Who will use this process and what are they trying to do?"
5. Establish common drivers for the end-to-end process.
6. Build and define a concept model.
7. View processes from a holistic perspective.
8. Spend adequate time solving problems.
9. Do not focus too much on technology.
10. Include every detail of the current process.

References