



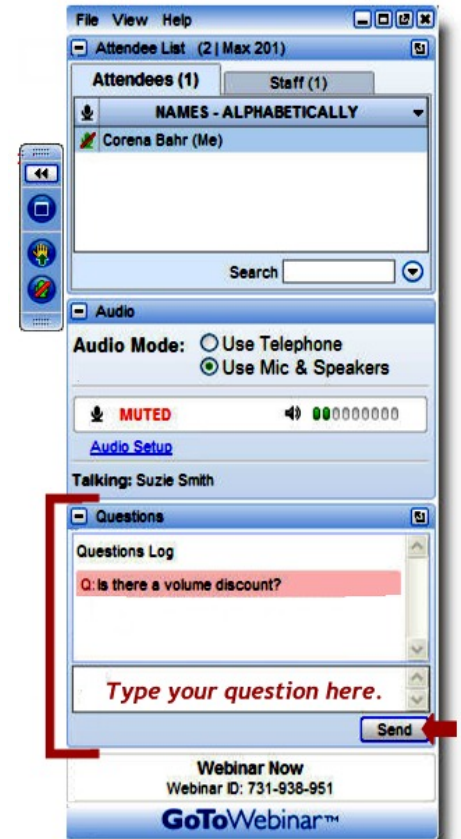
After 150 Years of Improvement, Getting Better Faster

**Carol Mullaney
University of Notre Dame
December 18, 2012**

Agenda



- Welcome
- Introduction of MBB Webcast Series
 - Larry Goldman, MoreSteam.com
- Today's Session
 - Carol Mullaney, UND
- Open Discussion and Questions



- Founded in 2000
- Trained over 380,000 Lean Six Sigma professionals
- Served over 2,000 corporate customers (including 50+% of the F500)
- First firm to offer the complete Black Belt curriculum online and only firm to offer online DfLSS
- Courses reviewed and approved by ASQ and PMI
- Academic Partnership with Ohio State University

Select Customers:



Today's Presenter



Carol Mullaney

*Director of Continuous Improvement,
University of Notre Dame*

- *Six Sigma Master Black Belt responsible for designing and leading CI initiatives at UND*
- *Previously served as Director of Global Transformation at Pitney Bowes*
- *BA from University of Notre Dame and MBA from Northwestern's Kellogg School of Management*

Greetings from South Bend, Indiana



And here's where I'm speaking from

Carol's
Office



The University of Notre Dame

- Founded in 1842 by a French (not Irish) priest
- Independent, Catholic research university
- Located adjacent to South Bend, Indiana
- Total Enrollment: 12,004 (~8,400 undergrads)
- 40th Anniversary of Undergraduate Coeducation
- 1,250 acres; 143+ buildings
- Rated among the nation's top 25 institutions of higher learning in a multitude of surveys

And . . .



Ranked #1 in the FBS football rankings!

Playing in the BCS National Championship game
on January 7th, 2013!

The Beginning: CORE Framework

University Goal 4:

Create a sustainable culture of continuous improvement and overall service excellence to support the university's mission

Anticipate, meet, and exceed the needs of users and constituents of support functions

Grow, protect and efficiently utilize the University's resources and assets

Constituent Service

Operating Processes

CORE

Resource Stewardship

Employee Engagement

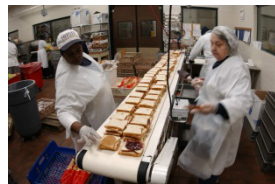
Identify, evaluate, and improve the efficiency and effectiveness of our major administrative activities

Recruit, develop, recognize, and reward talented administrators and staff at all levels

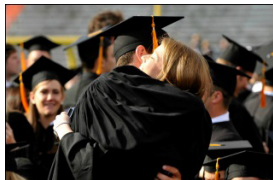
Why CI after 169+ years?



**Mission to be
a preeminent
research university**



**Already busy
staff**



**Obligation to be good
stewards of
our resources**

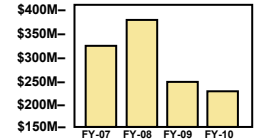


**Needs of faculty,
staff, & students**

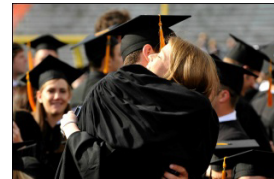


VS.

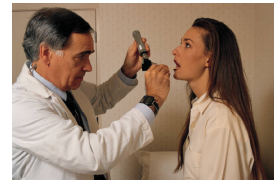
**Decline in donations
due to financial crisis
2007-08**



**28% increase in
financial aid to
ND students over prior
2 years**



**Costs (especially
health insurance
and food)
increasing**



**Economy still in
trouble**



Office of Continuous Improvement

Mission

What is the purpose of the office? Why does it exist?

Partner with units to help them achieve University goals through the use of continuous improvement methods / tools

Vision

What do we hope to achieve?

Foster a culture that embraces continuous improvement and positive change to support Notre Dame's unique mission...and to continue to build on 169+ years of excellence

Goals

What are the office's major objectives?

- 1. Deliver Results:** Partner with campus units to principally free up staff time, lower costs and resolve quality issues raised by constituents
- 2. Build Competency:** Build continuous improvement knowledge base – focusing on new ways of viewing/solving problems, so that units can begin to deliver results on their own
- 3. Measure & Celebrate Impact:** Develop and use a panel of metrics to track progress, celebrate success, and create more acceptance/use of CI

Process improvement to deliver . . .

- Higher service levels for constituents
- Waste elimination and better utilization of resources
- Better skilled and empowered staff
- Innovation in our current services

Steps to Launch CI Program

- Identify key sponsors; engage key leaders
- Hire a leader and staff
- Articulate a compelling vision and case for change
- Assemble a “high performing” working committee (8-10)
- Hire an external consultant to assist with methodology development, training and facilitation
- Implement MoreSteam online training
- Launch pilot projects

And then . . .



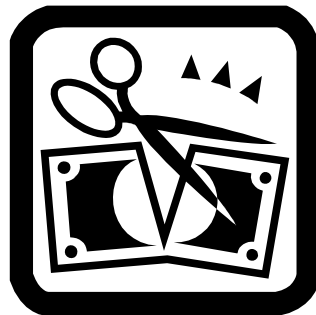
. . . a few prayers were offered!



Cultural Uniqueness



“Pull” Strategy



Cost-Savings / Financial Impact not the Only Driver



Resistance to “Corporate Jargon”

Cultural Uniqueness



Effecting Change in an Environment Built on and
Infused with Tradition

Elements of our Program

Yellow Belt

- 1-day Training (Courier Simulation)
- Broad Target Audience

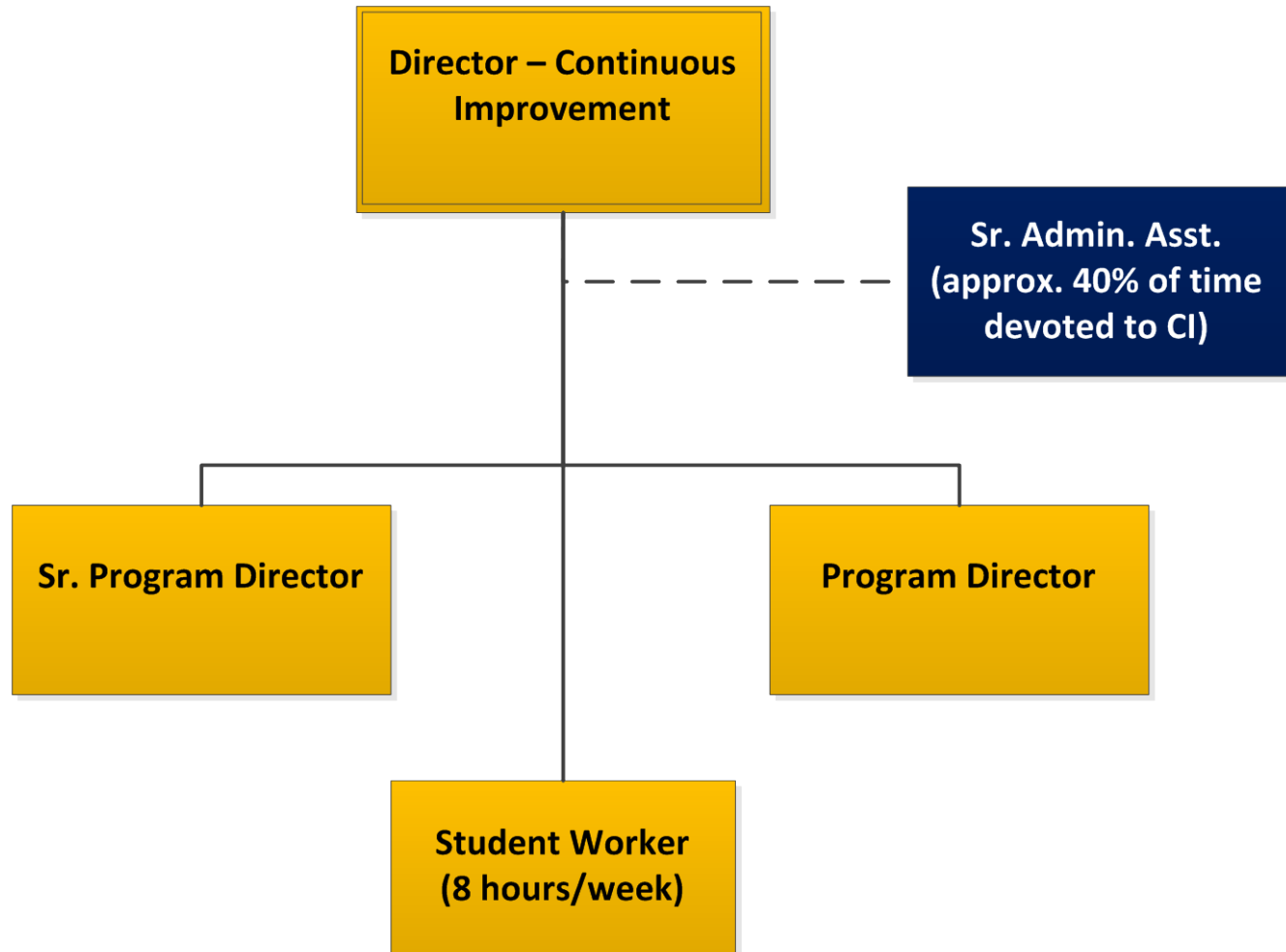
Green Belt

- Designed for project leaders
- Blended Learning plus Coaching
- Certification Offered

Internal Consultation

- Office of Continuous Improvement Staff
- Small Projects and Black-Belt Level Projects

Our Team

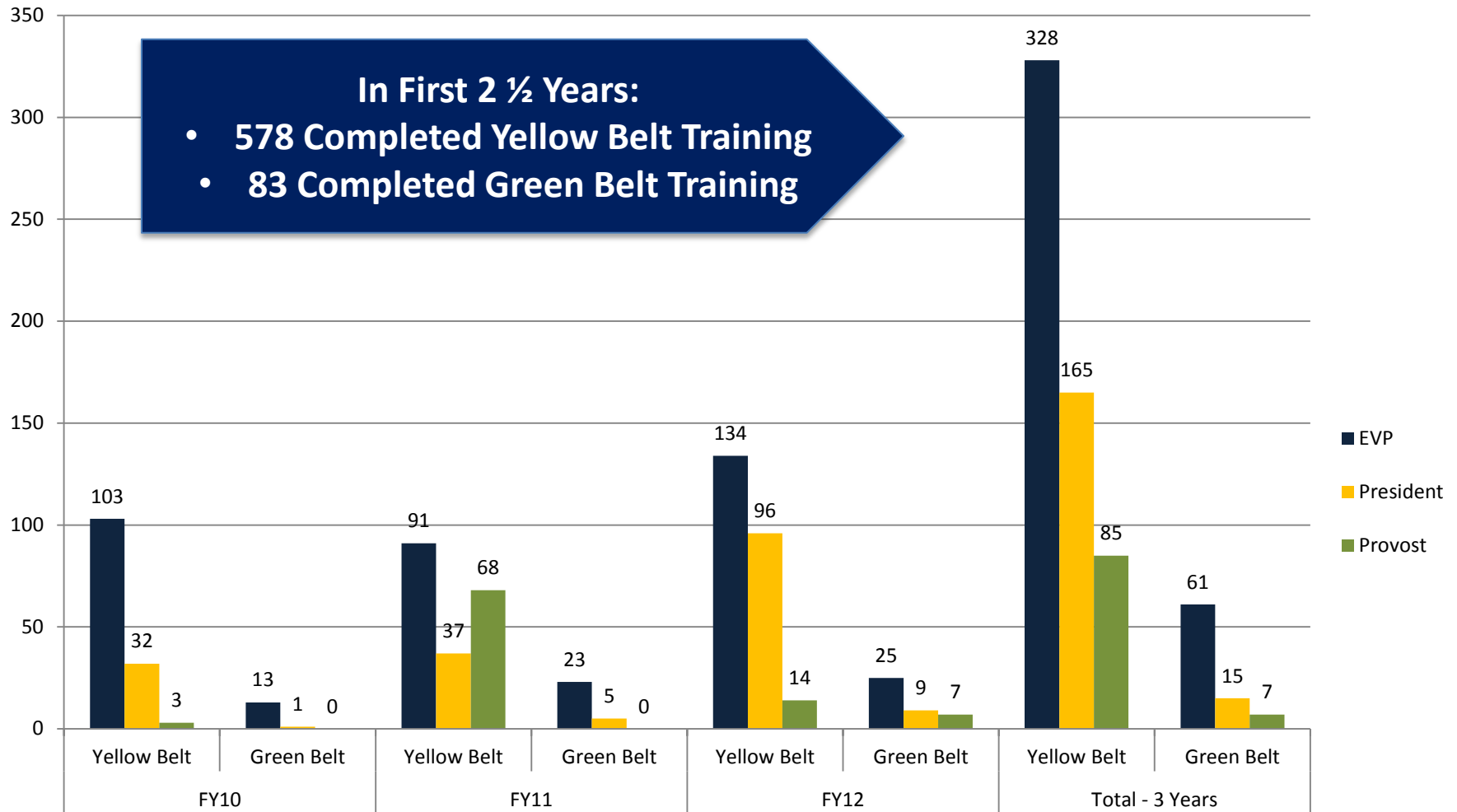


Green Belt Certification

- Completion of MoreSteam Green Belt Training with a score of 80% or higher on assessments
- Completion of Classroom Training
- Successful Completion of a DMAIC Project

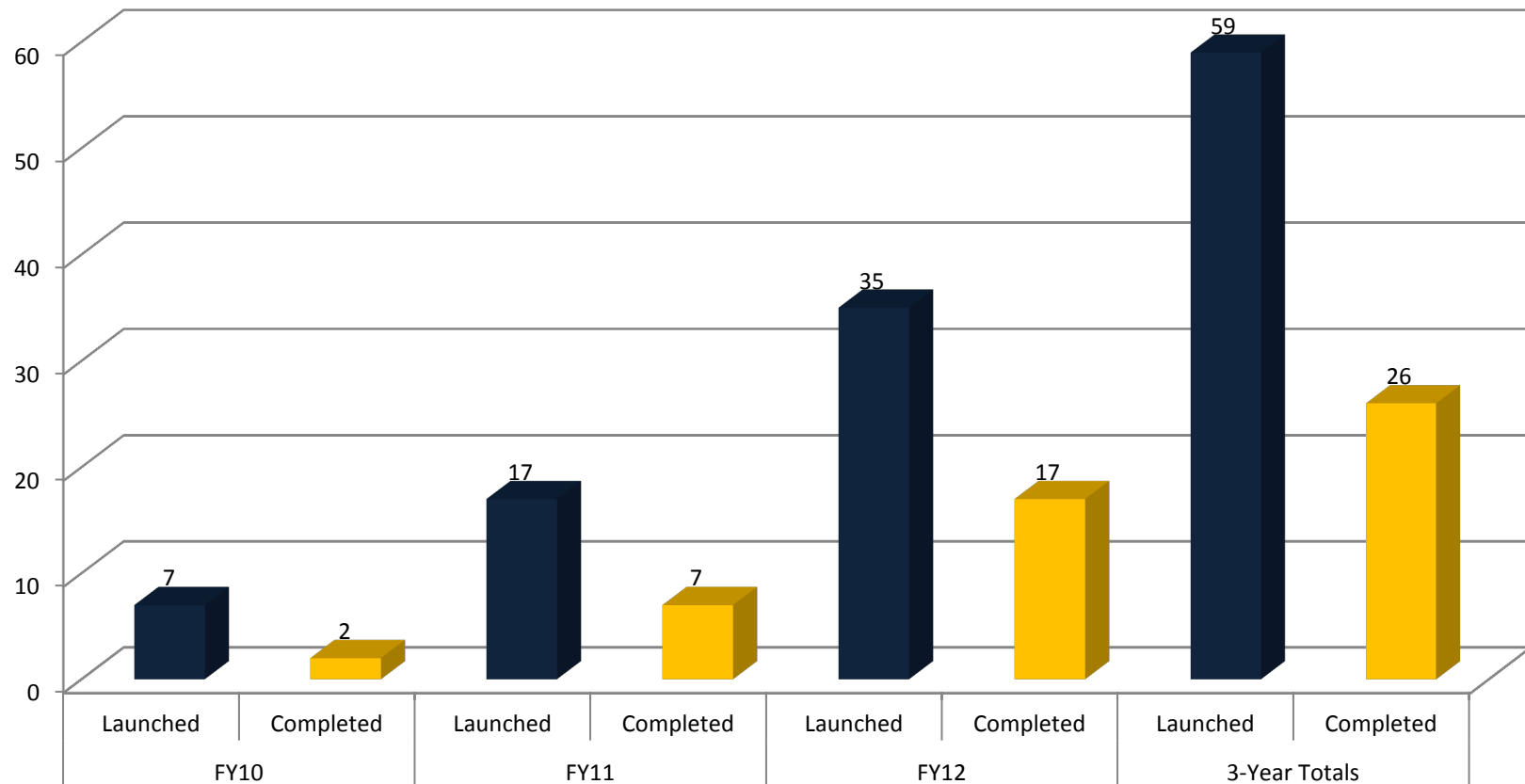
Build Competence: Training Completion (6/30/12)

Training Participation by Type and by Division



Deliver Results: Project Achievements (6/30/12)

Green Belt Projects

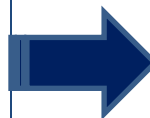


As of 8/20/12, 22 Green Belt certifications have been earned.

Enhancements to Training

Original Program

- MoreSteam Online Green Belt Training completed prior to classroom
- 5 consecutive days of classroom training
- Project work with Coaching



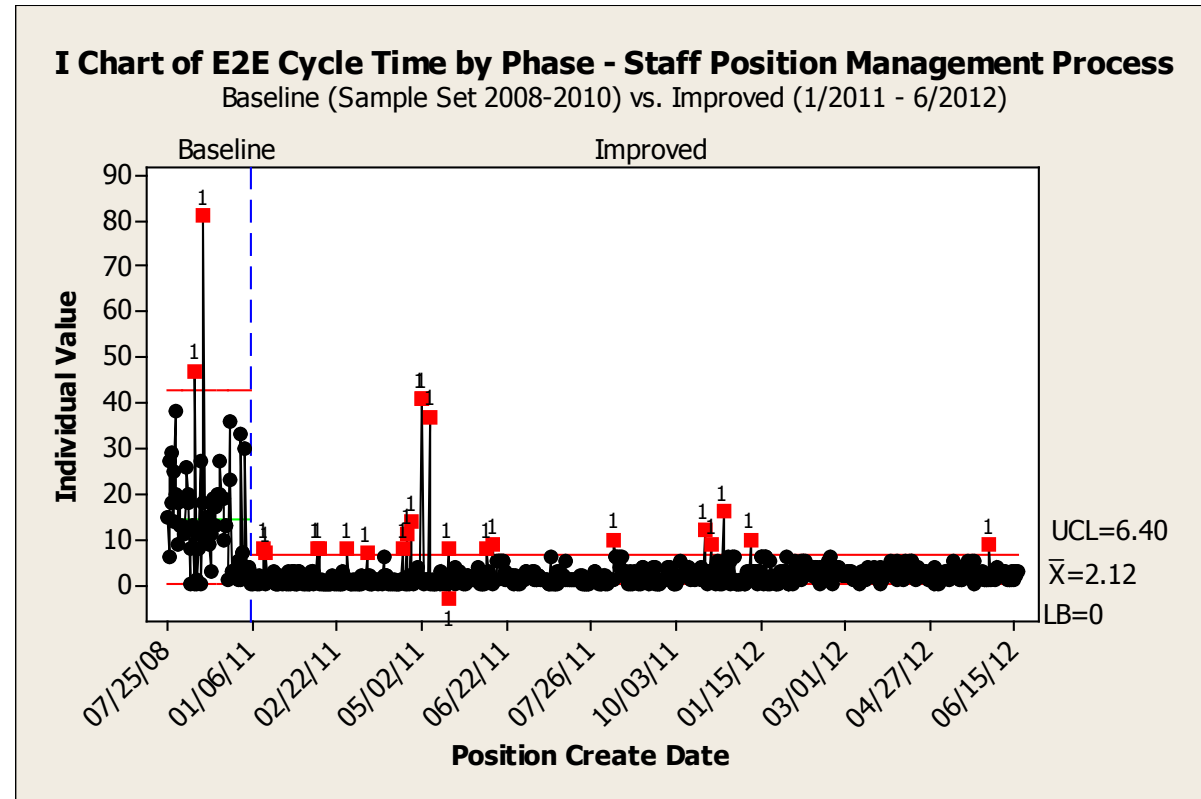
Now

- JIT training/coaching
- MoreSteam Training segments aligned with classroom topics
- 4 days of classroom training; 1 day per week over 4 weeks
- 1/2-day Change Management
- Project work with Coaching

Project Variety–Administrative Processes



Reduce Recruiting Cycle
Time



Reduce Lead Time in Staff Position Management
Process (HR and Budget)

Project Variety – Services

HOME GAMES:	ORDER QUANTITY	PRICE EACH	TOTAL
Purdue	1	73.00	73.00
Michigan	1	83.00	83.00
Stanford	1	73.00	73.00
BYU	4	73.00	292.00
Pittsburgh	4	73.00	292.00
Wake Forest	2	125.00	250.00
Miami	1	73.00	73.00

NAVY GAMES:	ORDER QUANTITY	PRICE EACH	TOTAL
Navy	1	65.00	65.00
St. Dublin, Ireland	1	20.00	20.00
Navy Prep School	1	80.00	80.00
St. Dublin, Ireland	1	99.00	99.00
Michigan State	1	80.00	80.00
St. East Lansing, MI	1	95.00	95.00
Oklahoma	1	80.00	80.00
St. Norman, OK	1	80.00	80.00
Boston College	1	95.00	95.00
St. Chestnut Hill, MA	1	95.00	95.00
USC	1	95.00	95.00
St. Los Angeles, CA	1	95.00	95.00

Application Deadline **May 14th, 2012**	F Application Processing Fee (MANDATORY NON-REFUNDABLE) G TOTAL REMITTANCE
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Make checks payable to University of Notre Dame

Annual Football Ticket Lottery Project

Reduce Waste at Serviced Catering by Design Events

CATERING...BY DESIGN *at the University of Notre Dame*

search by....

EVENT TYPE

EVENT LOCATION

GIFTS

SPECIALS

CONTACT US

COMMENT CARD



Project Variety - Academics



Reduce Cycle Time to Return a
Law School Application Decision to
30 or Fewer Days

Non-Faculty Researcher
Appointment Process

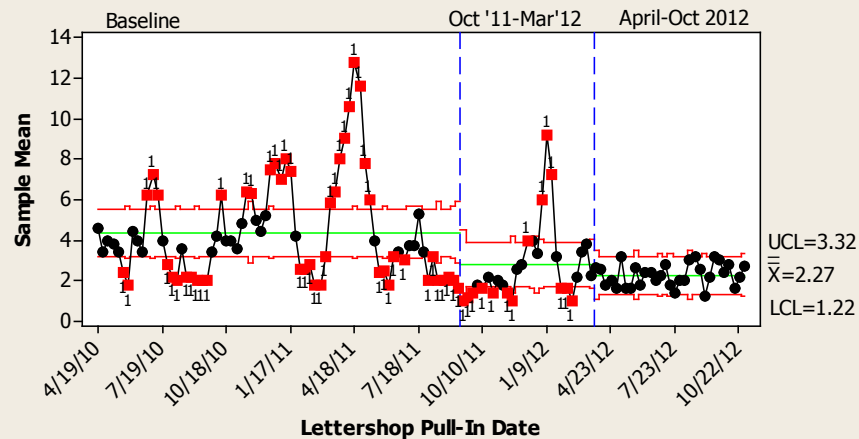


Project Variety – University Relations

Control Chart: Lettershop Turnaround Time (Net Work Days)

April 2010 - October 2012

Pull-In Date to Date Letter Dropped in Mail



Tests performed with unequal sample sizes

Reduce Lead Time and Variation
in Gift Acknowledgement
Processing



NONPROFIT GOVERNANCE
BREAKFAST SERIES

FOUR 90-MINUTE MINI-SEMINARS ON HOW
TO BE AN EFFECTIVE NONPROFIT
BOARD MEMBER

Recognition



Program Current State

- ~37 Active Green Belt Projects
- 2 Black Belt Projects Launching (Led by CI Staff)
- Several Additional Consulting Projects
- Challenges:
 - Project Completion Cycle Time
 - Identification of High-Impact Projects
 - Cross-Functional Processes in a Silo Environment

FY13 – Key Areas of Focus

Leverage existing Green Belt leader base

Successive projects
Project sponsors
Ongoing learning / skill updates

Improve project quality / enhance alignment with strategic initiatives

LCOE
Enterprise Document Management Rollout
BWG Requests
AUR and OAD Findings/Recommendations

FY13 – Key Areas of Focus

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Enterprise Document Management Rollout
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Leadership Committee on
Operational Excellence

FY13 – Key Areas of Focus

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Successive projects
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Improve project quality / enhance alignment with strategic initiatives

LCOE
Enterprise Document Management Rollout
BWG Requests
AUR and OAD Findings/Recommendations

Budget Working Group

FY13 – Key Areas of Focus

Leverage existing Green Belt leader base

Successive projects
Project sponsors
Ongoing learning / skill updates

Improve project quality / enhance alignment with strategic initiatives

LCOE
Enterprise Document
BWG Requests
AUR and OAD Findings/Recommendations

Administrative Unit Reviews and
Organizational Analysis and Design

What have we learned in 3 years?

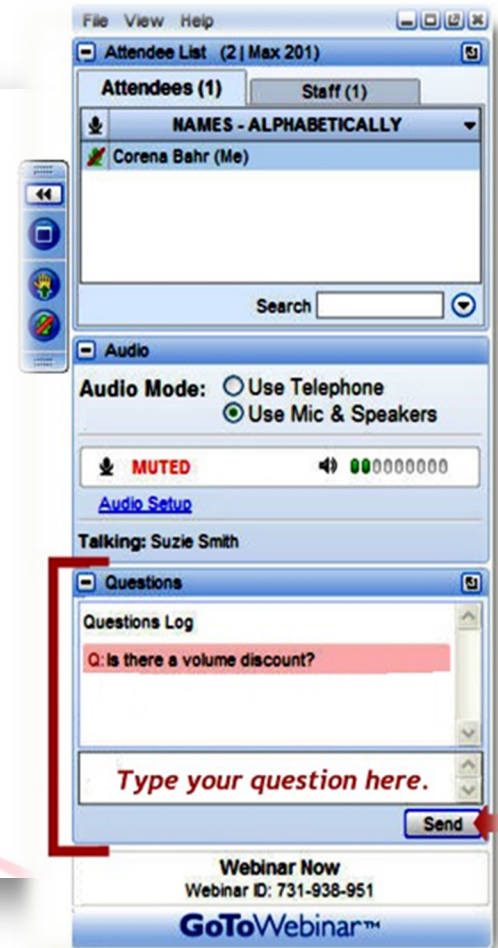
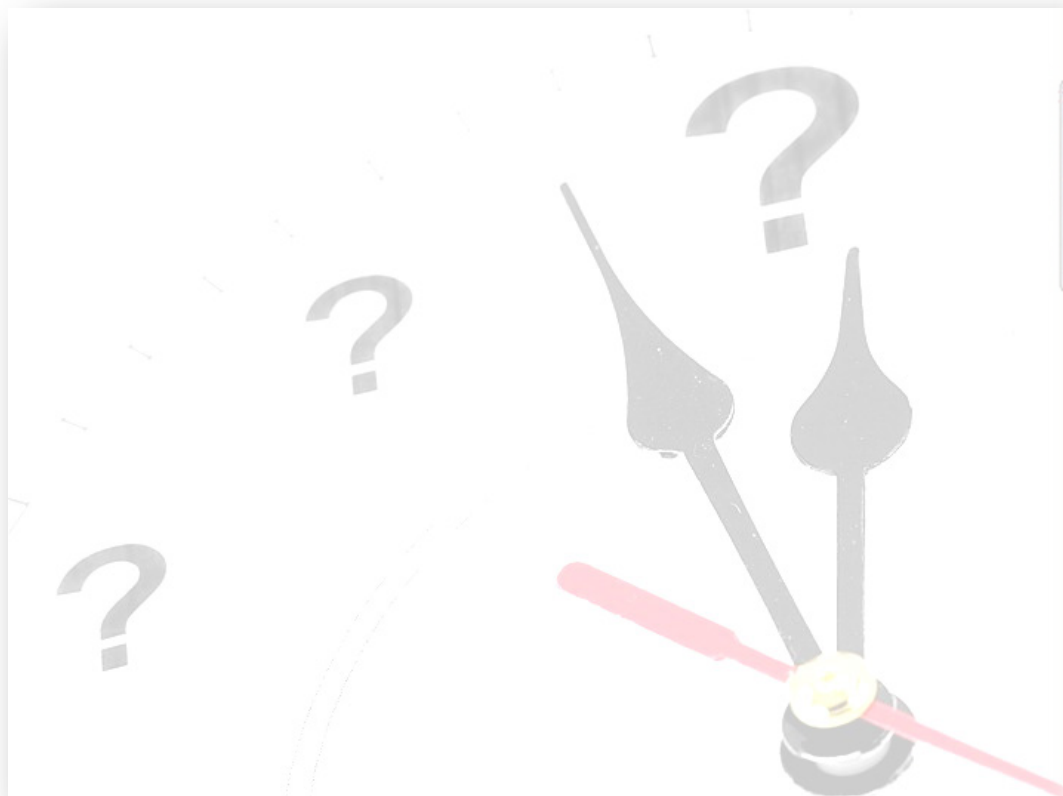
- “Pull” deployment the right approach – for our environment
- Change management focus critical to success
- Executive sponsorship necessary
- More openness to jargon than anticipated
- Broad application of DMAIC to problem-solving
- Keep it fun!

Thank You, Happy Holidays, and . . .



GO IRISH!

Thank You for Joining Us



Master Black Belt Program

- Offered in partnership with Fisher College of Business at [The Ohio State University](#)
- Employs a [Blended Learning model](#) with world-class instruction delivered in both the classroom and online
- Covers the [MBB Body of Knowledge](#), topics ranging from advanced *DOE* to *Leading Change* to *Finance for MBBs*



Resource Links and Contacts

Questions? Comments? We'd love to hear from you.

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Larry Goldman, Vice President Marketing – MoreSteam.com
lgoldman@moresteam.com

Join us for our next Webcast on January 30th:

“The Power and Pitfalls of Multiple Regression Analysis” – Smita Skrivanek, MoreSteam.com

Archived presentations and other materials:

<http://www.moresteam.com/presentations/>