

**Administrative Process Improvement Projects:
Status as of September 2016**

COMPLETED PROJECTS

Sponsored Projects – Process Mapping – Completed October 2015

- **Scope:** The University has secured a contract with Evisions for Electronic Research Administration Software (Cayuse SP, Cayuse 424, and Cayuse IRB) that will support the growth of sponsored programs. The Cayuse implementation team intends to implement these systems for proposal development and submission, sponsored project life cycle management, and online protocol creation, submission and management to replace the current paper routing processes. Prior to the software implementation, the team will work with the Process Improvement department to map their current processes "AS IS" and create a future process "TO BE" relating to Sponsored Projects.
- **Outcomes:**
 - Completed Mapping documents for team.

Faculty Leave Reporting – Analysis - Completed February 2016

- **Scope:** Create a leave reporting process for all benefit eligible faculty members. Research best practices from other institutions, review TBR and UofM policies and make changes as needed to comply with process. Develop a proposal for approval by Faculty Senate and President's Executive Council. Review Banner's Time-and-Leave module for reporting sick leave. Timeline: go-live for fall 2016. Team met to review the current process as it exists with the Pilot departments
- **Outcomes:**
 - Updates to Policy UM1544 Sick Leave & Bereavement
 - Developed Guidelines for Reporting Leave to Department Chairs
 - Developed Communication Plan
 - Update Faculty Handbook and Websites
 - Recommended using the Banner Time and Leave reporting tool

Employee Education Benefits – Completed April 2016

- **Scope:** Review current policies, practices, and administrative processes relating to Employee Education Benefit fee discounts/waivers associated with the following: PC191, Staff Scholarship and Spouse/Dependent. Gather best practices from other institutions; identify how to improve and streamline the processes to be more efficient, reduce errors and determine the feasibility of implementing an electronic approval process. Update existing website information.
- **Outcomes:**
 - Developed a new online form eliminating all paper forms, systematically validates employee's eligibility and accepts electronic signatures
 - Systematically creates Accounts Receivable transactions and uploads to Banner
 - Process developed that updates the registration code to meet TBR requirements for 14th day reporting
 - Updated ROTC and Retiree forms
- **Metrics:**
 - Staff hours saved over two semesters = 445 hours
 - Cost savings in reduction of paper printing

International Faculty Appointment Process – Completed July 2016

- **Scope:** The University Counsel staff met to review the current policies, processes and procedures relating to obtaining necessary H-1B visas for foreign faculty and staff. The pains and issues were defined and the majority eliminated through the process review. The team has developed a streamline process that will distribute the work load across academic departments and eliminating the current centralized process.
- **Outcomes:**
 - Created a webpage with guidelines for departments in the hiring process
 - Designed a 'hiring packet' that includes forms, a checklist and outline of the process for the departments
 - Responsibility shifted from University Counsel to the originators to complete all required forms prior to submitting request to University Counsel to process governmental documents
 - Pre-required forms will be completed by the departments prior to submission to University Counsel to process government issued forms
- **Metrics:**
 - Streamlining the form process eliminates time wasted between emails, phone communications and emailing forms back and forth between University Counsel and the departmental originators
 - University Counsel time saving estimated = 100 hours annually

Faculty Leave Reporting - Implementation – Completed August 2016

- **Scope:** Committee met to comply with the Faculty Senate and Human Resources updates to UM Policy 1544 'Sick Leave and Bereavement Leave'. Update Banner rule tables and forms, update nine-month faculty job records effective July 1st to enable leave reporting. Review webpages for changes needed.
- **Outcomes:**
 - Banner rules, calendars and job records updated to allow faculty reporting
 - Web base training was created
 - Executives communicated with faculty on policy changes and go-live

Mail Services PO Box Rental and Billing – Completed September 2016

- **Scope:** Review Mail Services current practices and administrative processes relating to the opening and closing of a student's/employee's PO Box. Review the billing process and identify areas for automation to eliminate errors, update student's Banner 'campus box' address type with up to date data from the Mail Services system (Bizhub) to allow the ability to compare data with Banner and Bizhub. Create reports to assist Mail Services in identifying students who are no longer affiliated with the university, design a practice to close those PO boxes, eliminating unnecessary charges to the student's account and update webpages. Include detail process mapping to design and implement an improved process.
- **Outcomes:**
 - Developed a new on-line form that authenticates the student and employee information, populates the form, accepts electronic signatures and eliminates data entry by mail services staff and reduces errors
 - Paid receipts no longer required to open a postal box, saving students and staff members travel time between Bursar's office and mail services, payments will be paid using TigerXpress
 - New accounts receivable transactions are systematically created and updated to Banner nightly.
 - Reduction in over charges – a new report was created that identifies anyone with a mailbox that no longer has a current affiliation with the university in order for mail services to take action
- **Metrics:**
 - Mail services time saving 63 hours over two semesters
 - Bursar offices time savings 39 hours over two semesters
 - Students/Staff reduction in travel between departments
 - Eliminated all paper forms, cost saving in paper and printing cost

Employee Education Benefits – Phase II Invoice Processing – Completed September 2016

- **Scope:** Review current process for invoices received for tuition benefits relating to University staff/faculty, and their spouse and dependents attending other TBR / UT schools who use Fee Waiver (formerly PC191), Staff Scholarship or the Spouse/Dependent forms. Enhance the Employee Education Benefit system to add functionality to update the individual forms with the invoiced amount, create check request for accounts payable, create a file to charge employees' department, and create an automated process to update Banner with departmental charges and use the Shared Service Center to process the invoices.
- **Outcomes:**
 - External invoices will be submitted to Share Service Center
 - Invoice amounts will be entered to the appropriate student record in the database
 - Checks and balances between transactions entered and the invoice amount
 - Accounts Payable Check request is generated from the system
 - Accounting transaction file is generated from Education system by Shared Services, eliminating manual file creating and Banner data entry
- **Metrics:**
 - Eliminated four staff members from in the HR Benefits and Bursar departments, to a single point of entry in Shared Service Center
 - Staff hours saved over two semesters = 113 hours

Termination of Resource Access – Completed September 2016

- **Scope:** Review existing policies, procedures, and business practices and conduct an assessment of risks for not immediately terminating user access to all enterprise IT resources (e.g., email, portal, ITNAS file shares, Banner, D2L, umWiki, etc.). The risk assessment must include all user roles that access enterprise IT resources and review policies.
- **Outcomes:**
 - Defined access timeline based on role for faculty, staff and student
 - Staff – end of business day on their last day work (previously 45 days)
 - Faculty – end of business day on their last day work (previously 45 days)
 - Part-time Faculty – email access only for 90 days from last day work (per registrar requirement, previously 365 days)
 - Student – one year from last semester attended (previously one year plus 2 months)
 - Automated process to remove access based on role
 - Policy UM1377 Data Access updated to reflect changes
 - Access Removal Schedule Webpage - memphis.edu/its/security/access-termination.php
 - Created new E-mail policy
 - Standardized access removal
- **Metrics:**
 - Eliminates IT staff members manually making system changes

Deactivate Finance Orgs - Completed October 2016

- **Scope:** Team will define a new process and guidelines for an annual review of Finance Orgs for deactivation prior to 'Financial Verification Responsibility' notifications are sent. Current procedures or policies relating to Finance Orgs maintenance will be reviewed. Goal is to eliminate irrelevant notifications, communications, and reminders and reduce unnecessary administrative maintenance of these organizations in Banner Finance and HR. Update any relevant websites.

▪ **Outcomes:**

- Initial process deactivated 175 orgs, 183 hours' staff's time
- Developed an annual process to automatically create a report of orgs for review (February timeline)
- Report will be systematically emailed to necessary departments for review
- Streamlined process flow for efficiency

▪ **Metrics:**

- Staff hours saved = 147 hours annually