

Project Name:

Landscape Under a ~~Stormy~~ Sunny Sky

Submitted By:

Business Analysis & Continuous Improvement Lead, IT Services, UC San Diego

Universities Represented:

UC San Diego

Project Team:

Mojgan Amini - Director, Program Management & Continuous Improvement, Information Technology Services

Prachi Raheja - Continuous Improvement Lead, Information Technology Services

Shawn Munro - Info System Analyst, Information Technology Services

Mark Hersberger - Manager, Communications & Outreach, Information Technology Services

Antonio Nava - Lean Bench Member, Operational Strategic Initiatives

Summary

134 years ago in May 1888, Vincent Van Gogh painted “Landscape under a Stormy Sky” depicting gray clouds on the horizon above a verdant green field. Over the past 5 years at UC San Diego we’ve flipped Vincent’s logic and used process landscapes to brighten the skies and horizon of our campuswide business transformation. As a result, we have a detailed understanding of the processes, people, and perceptions that make UC San Diego run...and how to make it run better.

Background

The idea of putting together a “process landscape” started as a desire to represent information about business processes across a large business area to stakeholders and decision makers in a visual, more digestible way, in order to inform the Enterprise Systems Renewal (ESR) program at UC San Diego. ESR is a multiple year effort designed to reshape UC San Diego by replacing several enterprise systems across Research, Finance, HR, IT and Student administrative areas.

The Purpose of Process Landscape

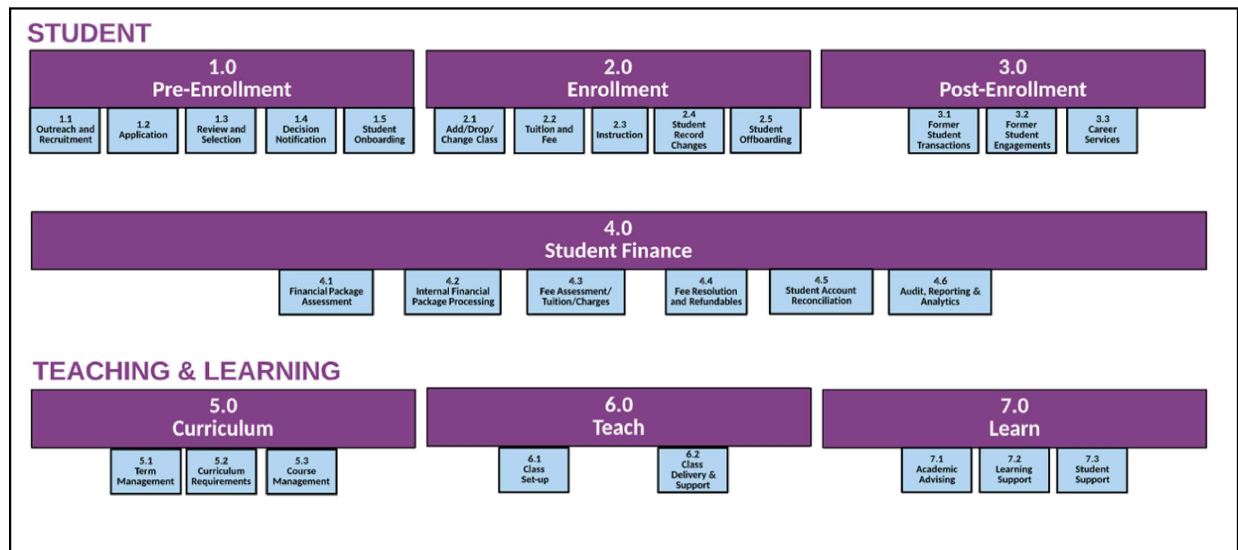
What is a process landscape? When we are conducting any kind of discovery on our processes, we are gathering information to answer 3 primary questions:

- What is it that we do?
- How do we do it?
- Who does it?

Process landscapes focus on the aspect of “What do we do” and “What capabilities we are offering in this administrative area?” Below is an example from the UC San Diego Student Information System Project. This one pager view shows the various process areas within the entire student administration system. Each one of the purple boxes (level-1) is decomposed

further into more detailed level processes represented in the 2nd layer of blue boxes. Each level-2 box is further decomposed into level-3. It's like peeling the layers of the onion, and not going deeper into any one area before identifying all processes within scope. In our experience, it is at level-3, where we have the right amount of detail to make informed decisions about evaluating the processes for further deep dives or making an intentional decision to carry forward with the current process.

Figure#1



Process Mapping by the Numbers

UC San Diego has developed the following number of process maps

- Research Administration, 150+ processes
- Finance Administration, 150+ processes
- Student Administration, 170+ processes
- IT, 110+ processes
- HR, 200+ processes

These processes landscapes have been **viewed 57,000 times**, meaning staff, administrators, subject matter experts and executives are actively referring to them to inform strategic planning and support day-to-day operations.

Process Mapping in Action

Our ongoing effort on the Student Information System replacement project, best exemplifies the value of the process landscapes. After conducting 200 sessions with 233 SMEs, we conjured 117 current state process maps. With this information, we've built a rich body of knowledge that will serve as a "north star" in selecting and implementing new systems. Our whole goal with ESR is to avoid replicating inefficient processes in new systems. Our success in creating and leveraging process landscapes sets us up for a sunny future.