ANNUAL CONFERENCE 2024

Indianapolis, IN | Sept. 29 - Oct. 1
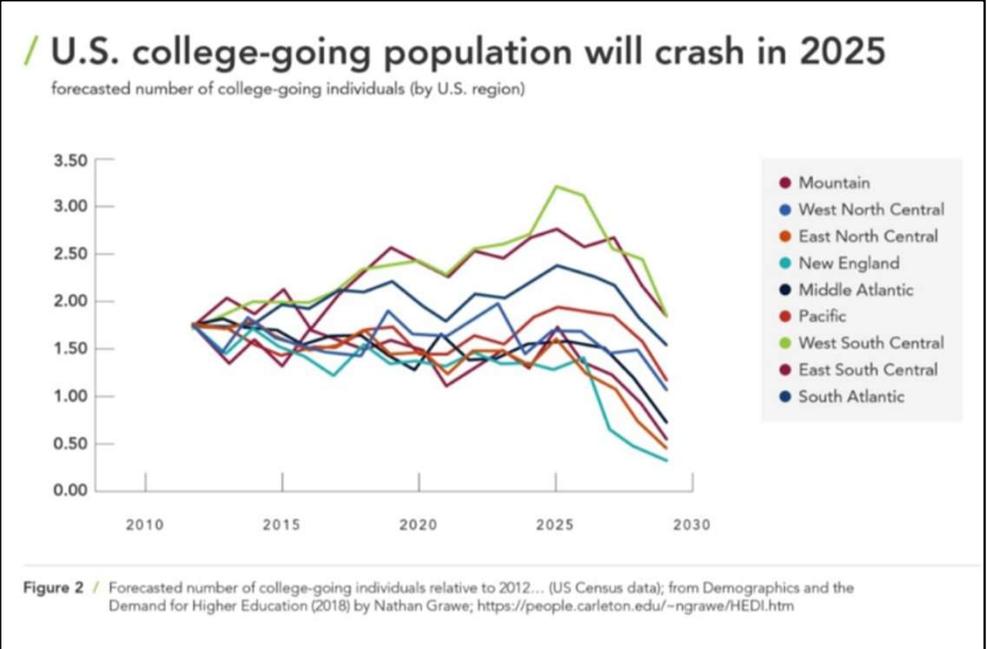
RACING TOWARDS EXCELLENCE

CACUBO

Continuous Improvement in Higher Ed:

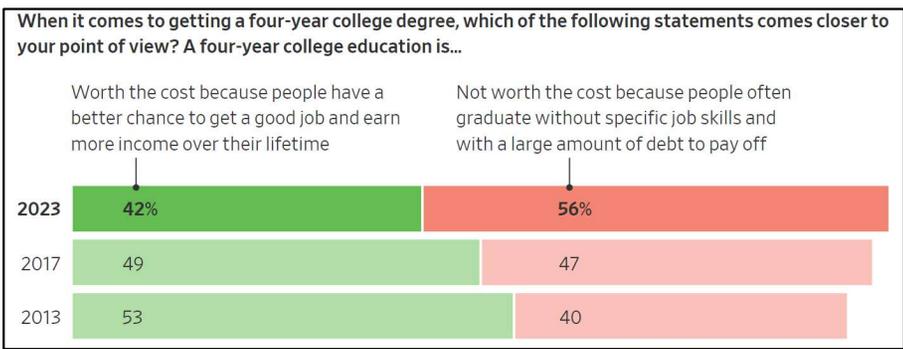Tapping into Untapped Potential

Challenges Facing Higher Education

/ U.S. college-going population will crash in 2025

forecasted number of college-going individuals (by U.S. region)

Legend:
- Mountain
- West North Central
- East North Central
- New England
- Middle Atlantic
- Pacific
- West South Central
- East South Central
- South Atlantic

Figure 2 / Forecasted number of college-going individuals relative to 2012... (US Census data); from Demographics and the Demand for Higher Education (2018) by Nathan Grawe; https://people.carleton.edu/~ngrawe/HEDI.htm

Source: Americans Are Losing Faith in College Education, WSJ-NORC Poll Finds (Mar 31, 2023) by Douglas Belkin; https://www.wsj.com/articles/americans-are-losing-faith-in-college-education-wsj-norc-poll-finds-3a836ce1

Fewer high school graduates beginning in 2025

Smaller % of families believe a college degree is worth the cost

When it comes to getting a four-year college degree, which of the following statements comes closer to your point of view? A four-year college education is...

Worth the cost because people have a better chance to get a good job and earn more income over their lifetime

Not worth the cost because people often graduate without specific job skills and with a large amount of debt to pay off

Year	Worth the cost	Not worth the cost
2023	42%	56%
2017	49	47
2013	53	40

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Healthy and Engaging Cultures

Sustainable Workload

Connected to Mission

Choice

Healthy Workplace

Valuing Individuals

Control

Recognition and Rewards

Highest wellbeing workplaces and stock performance
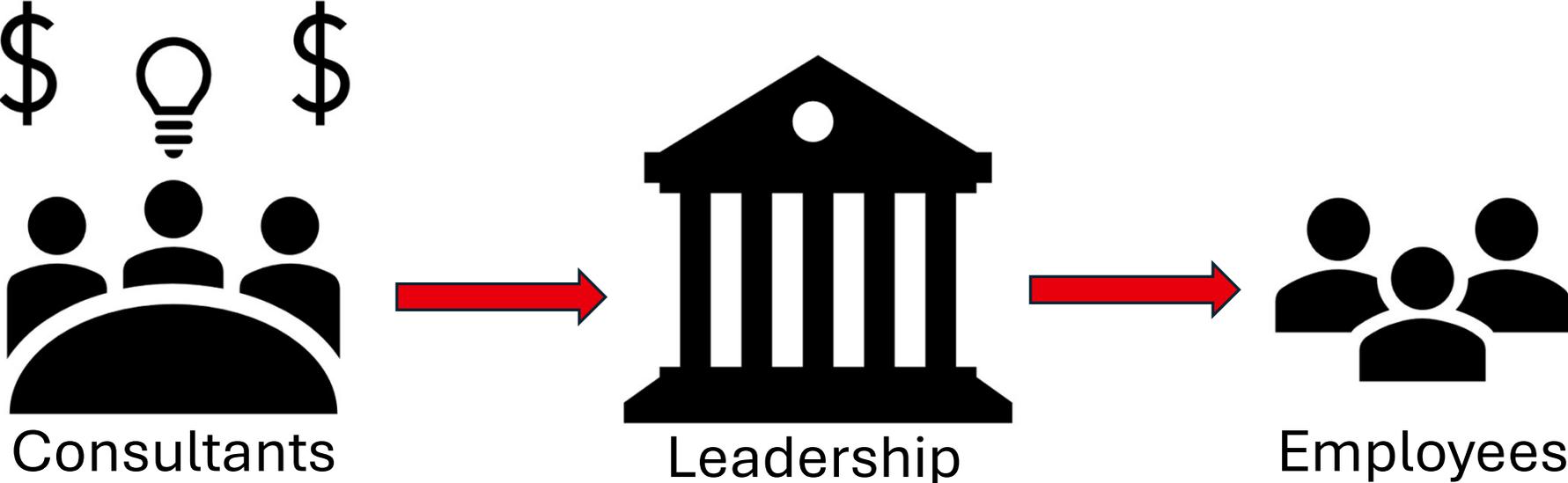
Top 100
S&P 500
Nasdaq-100
Dow Jones

Notes: Simulated simple wellbeing-based investment strategy, starting with $1,000 in January 2021. Highest Wellbeing Places to Work lists (based on the 4-item work wellbeing score) are created on an annual basis. At the end of each year, we simulate investing in an equally-weighted portfolio of these companies and holding those stocks for one subsequent year, before re-balancing the portfolio using the next year's Highest Wellbeing Places to Work list.
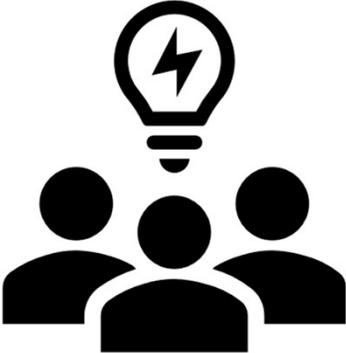
Continuous Improvement

Continuous Improvement is the consistent focus to make changes within an organization's systems and processes to deliver better products, services and an improved organization.
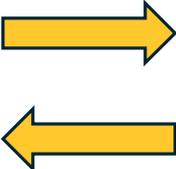
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Traditional Transformation Approach

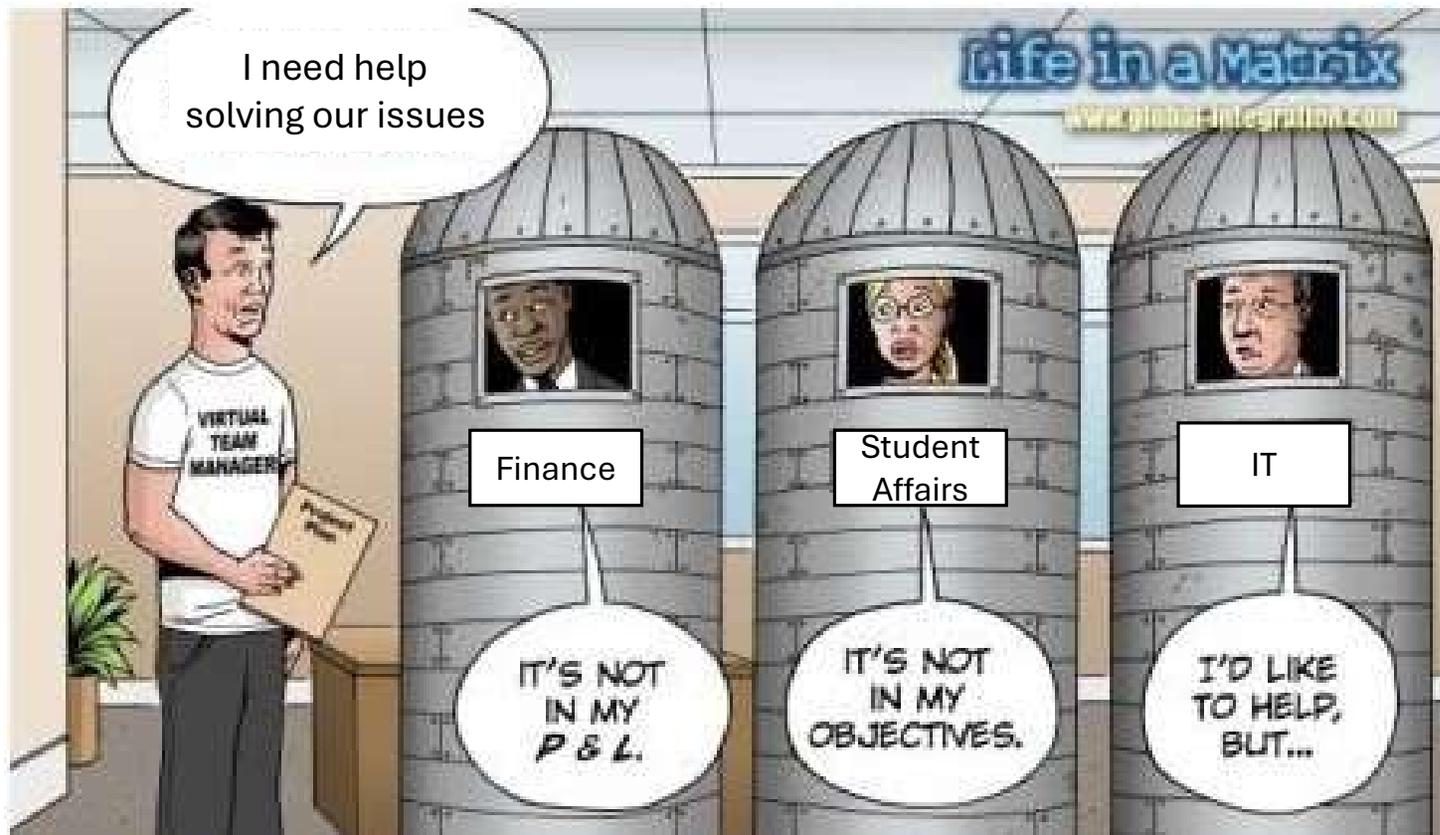

Consultants → Leadership → Employees

Continuous Improvement Model

Not My Problem...

Complex problems require extreme ownership

Peak Bureaucracy

Committees → Where great ideas go to die

Apathy to Curiosity

How We Work Together

"We Value Teamwork"

Faculty vs Admin

We Are a Team

Split Identity

How We Pursue Research

1. Innovation
2. Values Risks and Failures
3. Transparency
4. Constantly Curious
5. Values Disagreement

How We Pursue Operations

1. Tradition
2. Values Conservative Changes
3. It's Complicated
4. Stuck in "How It's Been"
5. Values Disrespect / Hierarchy

Racing Towards Excellence

Getting Started with Continuous Improvement

Continuous Improvement Paradigm Shift

See It

You identify an Opportunity

Own It

You take responsibility for the improving the issue

Solve It

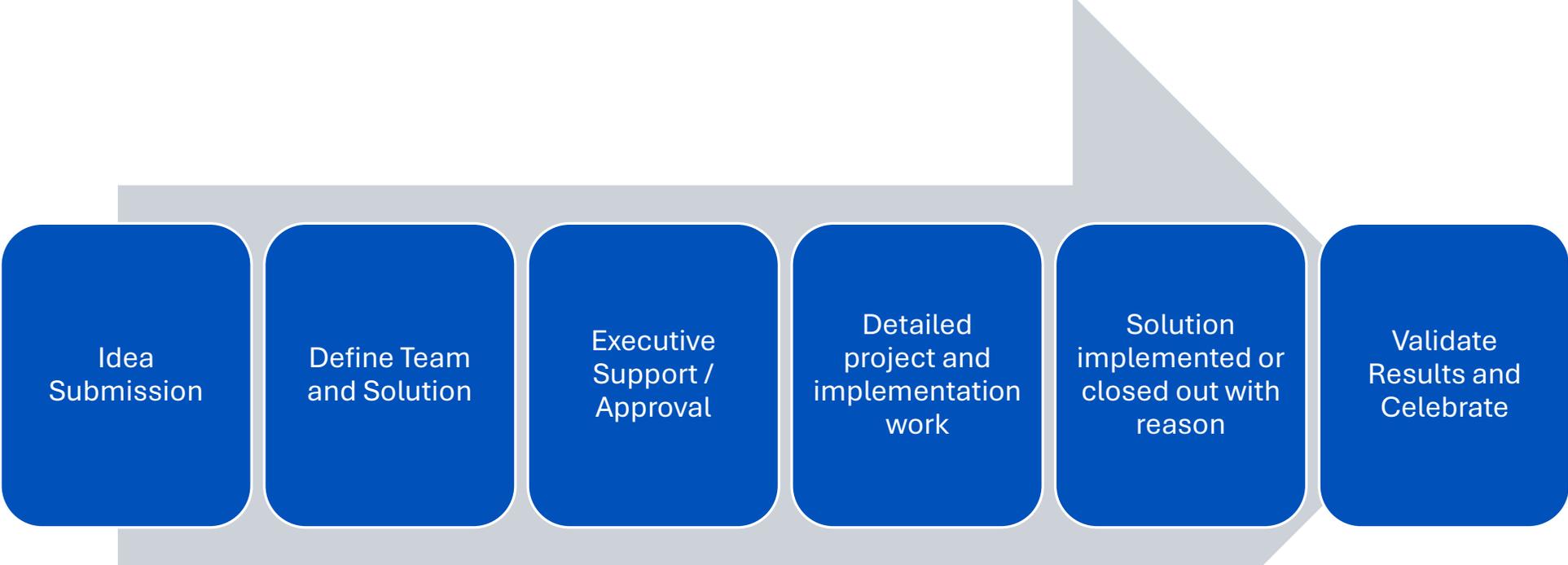You partner with stakeholders to develop a solution

Do It

You help implement the solution with resource and leadership support

*The Oz Principle

Continuous Improvement Process and team can provide support and safety.

Create Idea Submission and Review Process

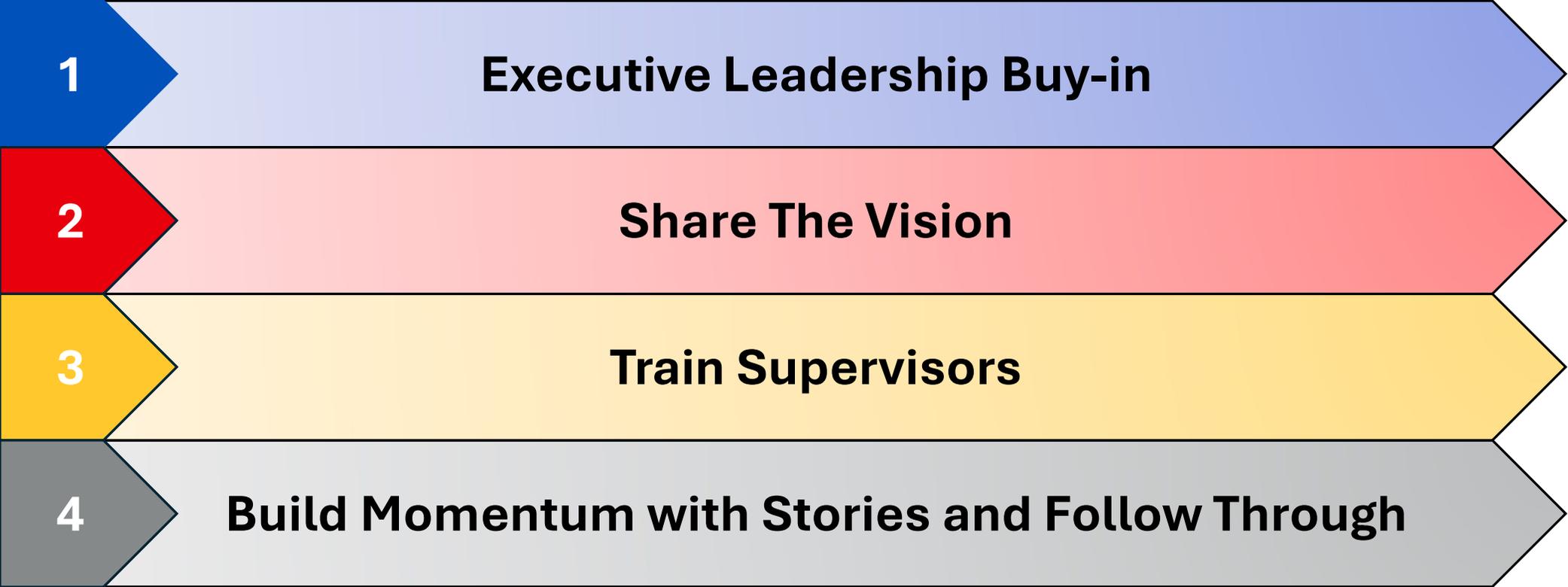| Idea Submission | Define Team and Solution | Executive Support / Approval | Detailed project and implementation work | Solution implemented or closed out with reason | Validate Results and Celebrate |

No Idea Left Behind

Start the Cultural Change

1	Executive Leadership Buy-in
2	Share The Vision
3	Train Supervisors
4	Build Momentum with Stories and Follow Through

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Build Momentum

1 Prioritize Quick or Meaningful Projects

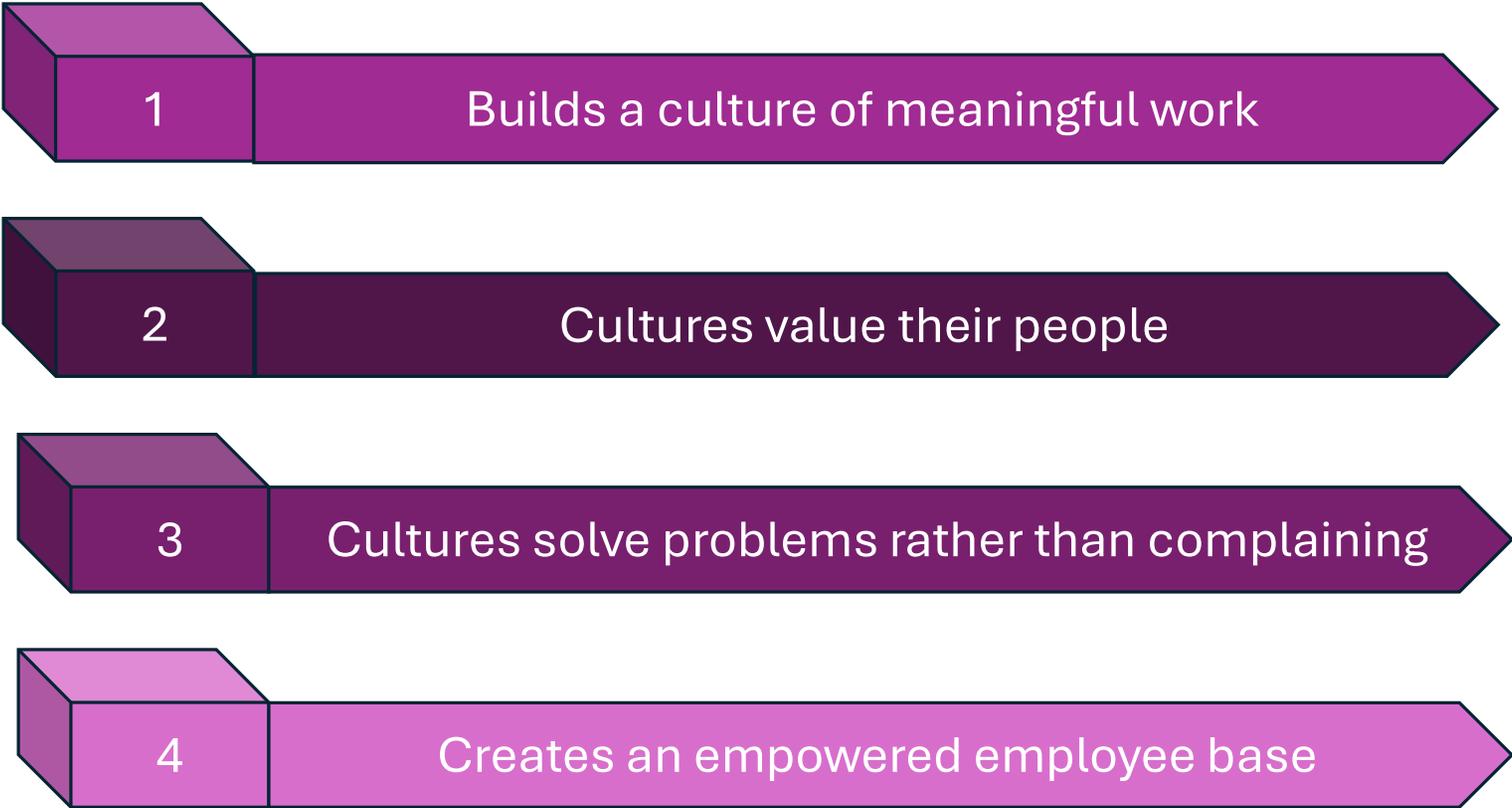2 Create Team of Promoters

3 Recognize Publicly

4 Respond Quickly

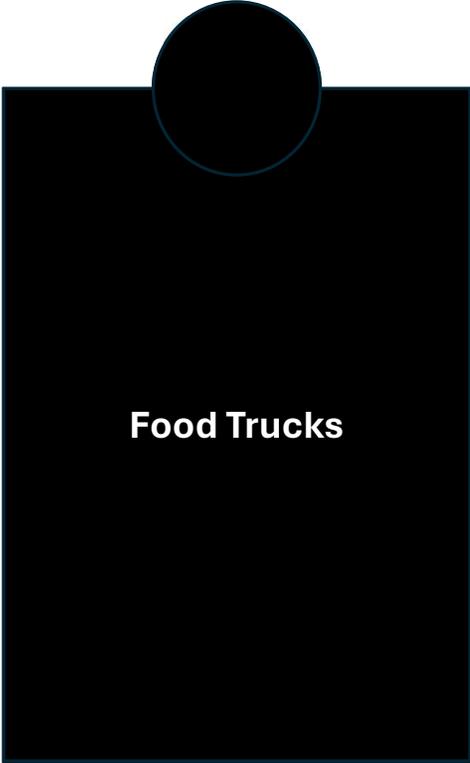# Jayhawks Elevate Rewards and Recognition Program

The purpose of this program is to incent and provide recognition to our campus partners who submit continuous improvement ideas and demonstrate ownership to solve them.
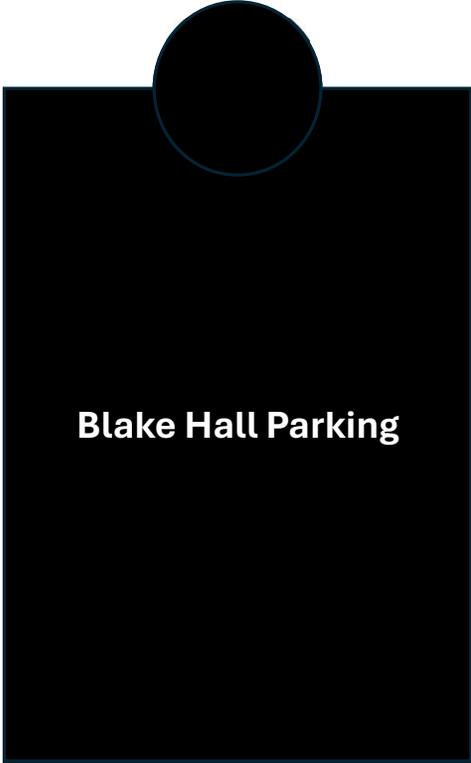
Jayhawks Elevate t-shirt for all new ideas and special digital item

Jayhawks Elevate T-Shirt at Implementation of Idea for team and special swag for idea submitter

Quarterly Random Drawing Winners – Event Tickets or Cash awards for participants

Targeted Recognition:
- **Recognize via email from Jayhawks Elevate team and partnership with supervisors**

Broad Recognition:
- **Recognize ideas and individual participants publicly at our Jayhawks Elevate event or in KU Comm tools**

Direct CFO Email Recognition of Implemented or Closed Ideas (CC – Chancellor, Provost, and Supervisors)

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Continuous Improvement...

1 — Builds a culture of meaningful work

2 — Cultures value their people

3 — Cultures solve problems rather than complaining
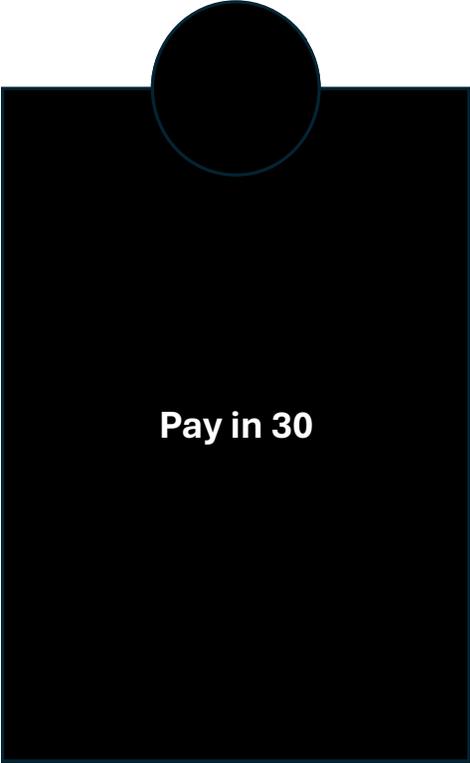
4 — Creates an empowered employee base

KU Examples

Food Trucks

Blake Hall Parking

Pay in 30

Off Peak Trash Collection

Let's Discuss!

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What are some of the challenges facing Higher Education?

1. Declining High school senior population
2. Fewer people believe higher education is worth the investment

What are challenges your specific institution is facing?

1. _____

2. _____

An organization that empowers their people to suggest and create solutions to issues facing their organization can enable a workplace that outperforms the competition.

Continuous Improvement Definition

Continuous Improvement is the consistent focus to make changes within an organization's systems and processes to deliver better products, services and an improved organization.

A Continuous Improvement Mindset can be represented by The Oz Principle of

- See It
- Own It
- Solve It
- Do It

Continuous Cultural adjustments start with:

1	**Executive Leadership Buy-in**
2	**Share The Vision**
3	**Train Supervisors**
4	**Build Momentum with Stories and Follow Through**

Continuous Improvement can have significant impacts in an organization.

- Continuous Improvement builds a culture of meaningful work
- Continuous Improvement cultures value their people
- Continuous Improvement cultures solve problems rather than complaining
- Continuous Improvement creates an empowered employee base
- How could it impact your organization? _____