

CU Boulder School of Education

**Organizational Diagnostic Study**

**Final Report**

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# Context & Executive Summary

## Context

The ODS (Organizational Diagnostic Study) Project aims to examine and recommend improvements for the SOE Staff functions at CU Boulder as part of the SOE 2024-25 priority to further stabilize budget and operations. This report is the output of the 3-month study which focused on understanding the current roles, process, and systems for SOE Staff employees.

The scope of work included:

- For the School of Education (SOE), review and assess staff-driven current key processes, systems, and staff roles
- Identify areas requiring additional role capability and / or capacity to meet expectations and note areas of duplication
- Outline recommendations to improve process, system and role performance
- This study is the planning-phase that will set the stage for designing and implementing changes as desired
- Out-of-Scope: Defining a new vision and/ or strategy before the new Dean is in place

Recommendations are expected to be:

- Aligned with the SOE priorities and values
- Enable clarity and alignment across roles
- Enhance process efficiency and effectiveness
- Provide an appropriate balance of standardization and customization relative to process, systems, and roles

This study engaged more than 20 constituents from across the SOE Staff to understand the current ways of working within CU Boulder SOE. The findings reflected in this report are high level only. Details can be found in the Appendices.

## Executive Summary

Upon appointing an Interim Dean to the CU Boulder SOE in Nov 2023, the Provost indicated the following three priorities for the SOE:

- Build community within the school
- Create further stability in budgets & operations
- Set the stage for new leadership

*“In his interim position as dean, Fernando will work to build community within the school, create further stability in budgets and operations, and set the stage for new leadership via a national search, which I will announce later in the spring semester.”* -Email from Provost Nov 15, 2023

The Interim Dean, Fernando Rosario-Ortiz, engaged C-Shift Consulting to support the SOE commitment to the “create further stability in budgets and operations” priority with an initial focus on the SOE Staff which has been named the SOE Org Diagnostic Study Project. This project is

sponsored by the Interim Dean and Director of Special Projects and included over 20 interviews of Staff and other relevant parties.

C-Shift worked with the Interim Dean and Director of Special Projects to define the objectives of the project which focuses on understanding current-state roles, processes, and systems to make recommendations for process improvement. C-Shift began the study assessment by interviewing current staff on their roles and the processes and systems they use which enabled the identification of options and recommendations to make improvements. More than 20 members of the CU Boulder SOE community participated in the assessment process through documentation meetings. Detailed findings from the assessment are outlined in this report and its supporting appendices.

The Study Report includes an analysis of the changes needed to improve efficiency and effectiveness. The analysis includes opportunities to strengthen strategy, structure and governance, processes and services, systems, and culture.

The primary recommendation is to invest in a multi-year effort spanning FY25-27 across three horizons of work:

- Horizon 1
  - Centers on building the foundation for improved SOE Staff processes and systems. Further, there are opportunities identified to improve existing roles.
- Horizon 2
  - Marked by the arrival of the new Dean of the SOE, the focus is to define the updated SOE vision and strategy immediately followed by prioritizing work and realigning the organizational structure in support of the updated vision and strategy.
- Horizon 3
  - Focused on delivering and improving upon these changes.

These and other recommendations are outlined in greater detail in this report.

## Project Approach

Conducted over 40 hours of interviews with 20+ individuals across SOE Staff\*.

- Participant Areas Represented:
  - Admissions & Recruiting
  - Center Operations
  - Communications
  - Course Listing / Accreditation / Scheduling
  - Faculty instructional Support
  - Finance / HR / Purchasing / Travel
  - Operations
  - Student Advising and Support Services
  - Support to the Office of the Dean
  - \*Interviewed individuals outside SOE Staff by request

Interviews focused on understanding current state around the following objectives.

- Objectives:
  - Align to SOE Priorities
    - Provide recommendations that align with the current priorities of the SOE.
  - Assess Roles for Clarity & Alignment
    - Assess the clarity of roles and responsibilities for improved operations and service delivery.
    - Recognize and recommend shifts in role variations within staff performing beyond primary duties.
  - Assess Processes & Systems for Efficiency & Enhancement Opportunities
    - Evaluate/assess processes to enhance efficiency.
    - Assess redundancies and optimize operations.
    - Create a plan to develop standardized guidelines and forms across roles.
  - Recommend a balance of Customized Solutions & Standardization
    - Provide a better understanding of nuanced business support within the SOE.
    - Recommend a healthy balance between flexibility and standardized solutions.
    - Create appropriate staff support model given current and predicted future needs.
- Key Activities
  - Ensure Alignment of Leadership on Priorities
    - Facilitate meetings with senior leadership to review and align on the School of Education's strategy, priorities, and objectives. Ensure consensus and commitment to the vision and direction of the organization.
  - Document Review
    - Review organizational charts, job descriptions, policies, procedures, and other relevant documents to understand the formal structure, processes, and systems in place.
  - Constituent Interviews
    - Conduct interviews with staff, and key stakeholders/constituents to gather insights into their roles, responsibilities, challenges, and perceptions based on baseline job descriptions.
  - Partner with Internal Staff beyond the School of Education
    - Collaborate closely with internal staff members throughout the diagnostic process to gather input, validate findings, and ensure buy-in for proposed changes.
  - Alignment of Leadership Messaging
    - Ensure alignment among leadership regarding the objectives and messaging related to the organizational diagnostic process and subsequent implementation of recommendations.
  - Future Stage Program Plan Creation and Project Team Recommendations
    - Develop a high-level program plan outlining the activities, milestones, timelines, and resource requirements for designing and implementing the recommended organizational changes.
  - Change and Engagement Strategy Development
    - Create a high-level change management and engagement strategy to communicate the rationale for the reorganization. Involve

stakeholders/constituents in decision-making, and foster commitment to organizational improvement efforts.

## Strengths

Today, CU Boulder SOE exhibits key strengths it can leverage as it looks to make changes for the future.

First, the Staff presents as having a high level of commitment to the organization and dedication to the mission of equity in education. There are multiple examples of Staff exhibiting “Heroic Efforts,” going above and beyond to complete work including working additional hours or doing tasks not part of their role description to meet non-standard requests while navigating complex, inefficient processes.

Second, there is a keen interest in the case for change. The CU Boulder SOE Staff understands that there are opportunities for improvement and are especially keen to explore ways to increase use of technology to create efficiencies in the highly manual data processes in place today.

Despite this alignment, there are existing cultural and political headwinds that will influence change efforts. However, provided campus leadership effectively communicates, manages, and supports the needed changes, the high level of consensus should reduce resistance and enable smoother implementation.

Finally, a high percentage of SOE Staff have a long tenure (5+ years) with the University and deep institutional knowledge. These employees know the University’s ways of working and culture well, which will be invaluable in understanding how to navigate and advance needed changes.

## Opportunities & Recommendations

### Roles

#### Roles: Overview

- Most of the Staff roles report directly to the Dean or are within 1 level of the Dean.
- Many in-role today have been with the University for 10+ years, allowing for deep experience and institutional knowledge.
- Job descriptions exist for all roles today and some are being updated and should be submitted to HR for record.
- The CU Boulder SOE has a shared-governance model common to higher education institutions.

#### Roles: Opportunities

- There are multiple challenges with maintaining SOE staff operations with a small team, most often noted was that having limited personnel leads to significant impact when someone is out.

- Despite Staff employees increasing 150% since 2014\*(\*Per the July 2024 Budget Committee Report), the perception is that expectations of these roles have increased by an equal or greater percentage stretching beyond current capacity of incumbents. All areas expressed capacity concerns, with the following areas being highlighted as the areas of greatest concern across multiple interviews:
  - HR / Finance
  - Recruiting & Admissions
  - Advising
  - Teacher Education
  - SOE Administration / Advancement
- Frequent staff turnover in key positions (HR, Finance) creates operational challenges and impacts team workload.
- Staff often handle dual responsibilities for both the Dean's office and departmental functions, resulting in overloaded roles and unclear responsibilities.
- The School of Education operates with a small staff including a limited full-time staff and reliance on part-time and student workers. The limited resources of the SOE are not always recognized in discussions about workload and resource allocation especially pertaining to expectations from Central.
- In the CU Boulder SOE, the perception is that the use of temporary workers yields a low return-on-investment given the high volume and complexity of training and guidance needed on CU systems and processes across HR, Finance and other student support functions.
- There is a potential opportunity to more fully leverage the on-going business intern program initiated through the SOE HR and the CU Boulder School of Business as these interns bring strong business and financial capabilities to shorten the learning-curve in SOE staff roles.
- It is a challenge to manage and support students during their required Field Work experience.

## Roles: Recommendations

### *Horizon 1*

Overall, we recommend minimizing changes to the organizational structure and roles until the updated SOE strategy is developed under the new Dean in Horizon 2.

In Horizon 1, it is recommended that all areas review the criticality of their current work (including expectations from Central campus) to gauge how essential each responsibility is against the priority to stabilize budget and operations and the overarching mission of the CU Boulder SOE.

- **Clarify Roles & Responsibilities**
  - Clearly define and document the responsibilities and expectations for all roles
  - Prioritize areas of critical need and capacity concerns.
    - HR / Finance
    - Recruiting & Admissions
    - Advising
    - Teacher Education
    - SOE Administration

- Negotiate with Central Campus where demand for SOE participation exceeds capacity and does not offer a positive ROI (for example Central Campus expectation that SOE has representation at 22 recruiting events / year).
- **Consider Scope of Roles**
  - Consider which responsibilities should stop, start, continue or be reassigned or adjusted to better align with organizational priorities.
  - Decouple the HR/ Finance Manager role, acknowledging the large scope and high complexity of both HR and Finance.
- **Improve Documentation**
  - Focus on documenting processes, procedures, and system requirements for key processes and annual cycles.
- **Address resourcing gaps**
  - Shift resources from other areas internal to SOE.
  - Shift resources to support development of the SOE undergraduate program.
  - Borrow resources from other areas in CU to bridge short-term gaps
    - Leverage CU expertise to help support key areas (HR, Finance, Undergraduate Recruiting, etc.) and potentially help document and/ or suggest process improvements
    - Expand the on-going business intern program initiated through the SOE HR and the CU Boulder School of Business Leverage Intern Programs
    - Explore how to better leverage Central resources where possible
    - Explore opportunities to share resources with other smaller schools within the CU Boulder system
  - Hire externally.

## *Horizon 2*

- **Review Staffing Model & Organizational Design relative to updated Strategy**
  - Reassess and potentially redesign roles and processes based on a clearer organizational strategy and vision.
  - Explore how to best manage and support students during their required Field Work experience.
  - Include a perspective on the Centers continuing to reside in the SOE vs elsewhere in the CU Boulder system.
- **Implement org structure aligned to updated strategy**
  - Realign based on strategy and vision of new Dean including a perspective on the Programs residing in the SOE vs elsewhere in the CU Boulder system.
  - When time comes, focus on roles being fully dedicated vs part time and clear about why they exist and what they deliver, review annually to ensure clarity on what to hold people accountable for.
- **Review Governance Model**
  - Revisit / clarify shared governance model in terms of how decisions are made, who is included and what the roles and default assumptions are. The goal should be simplicity and clarity and moves towards expedience and accountability as well as inclusion and equity.

### *Horizon 3*

- **Refine and stabilize roles, structure, and governance.**

## Process

### Process: Opportunities

Approximately 150 processes were identified with SOE Staff in this Study, with lesser processes not necessarily captured. Each person interviewed noted opportunities for improvement in the key processes relevant to their area. These details are noted in the Interview Summaries and can be referenced in the SOE ODS Project Teams Site. Opportunities listed here are universally relevant to Staff SOE Processes. They include:

- Lack of documented processes and flowcharts, leading to reliance on individual experience
- Lack of Documentation Owners identified for SOE Processes
- Lack of adherence to key deadlines and service level agreements
- Key process inputs and outputs unclear
- Unclear roles and expectations across processes
- Flat organizational structure and shared governance model contribute to low accountability (unclear ownership of responsibilities, difficult for Dean to provide direct oversight and guidance to so many direct reports)
- Inconsistent communications, currently based on judgement of individuals
- Lean staffing impacts processes, absences (sick leave, vacations) cause significant disruptions across the school
- Frequent changes in standards and requirements from state agencies and Central CU Boulder create an ongoing need for adaptability and make process difficult to document and learn

### Process: Recommendations

Processes and services need to be documented with clear inputs, outputs, timing expectations (calendar deadlines as well as turnaround times to constituents), expectations around quality and service delivery.

It is recommended that Service Level Agreements (SLAs) are created to define the level of service expected from one party to another.

Formally, SLAs are defined as “laying out metrics by which that service is measured, and the remedies or penalties, if any, should service levels not be achieved.” For example, the University may communicate that there is an expectation that emails be responded to within 48 hours and failure to respond could prompt escalation to the next level of hierarchy.

For the SOE, documenting SLAs should be introduced to reinforce expectations of clarity and collaboration, so all know what to reasonably expect from each other to avoid building unrealistic expectations.

Opportunities listed here are universally relevant to Staff SOE Processes.



## **Process Improvement Opportunities**

- Identify SOE Process Documentation Owners
- Document process steps
- Identify key deadlines, expectations and Service Level Agreements
- Identify key input / outputs around the information needed, key deliverables and approvals needed
- Create RACI to clarify roles and expectations
- Establish Communication practices to clarify expectations around how we communicate updates and changes to processes
- Determine accountability measures

### *Horizon 1*

#### **Top 5 Priority Areas**

It is recommended that in Horizon 1, efforts should be focused on these Top 5 areas.

#### **Top 5 SOE Staff Processes to Prioritize Improving**

- HR & Finance Processes
- Scheduling & TAMS
- Event Planning & Communications
- Interface with Office of Contracts & Grants
- Remote Work Policy & Process (to promote fairness, equity & collaboration)

#### **Finance & HR**

Specific to the areas of Finance & HR, we highlight that these areas were raised as areas of opportunity across all SOE Staff interview participants. As such, it is recommended that these processes be the top priority to be improved in terms of clarifying the expectations and timing of process. This can be achieved through:

- Establishing Service Level Agreements to facilitate providing consistent and reliable performance to bridge the broader HR challenges across CU that are expected to be addressed via the HR Blueprint Project (expected benefits 2025/2026). The key HR & Finance Processes to prioritize are as follows:
  - Budget Process
  - Hiring Process
  - Offer Letters Creation/ DocuSign Process
  - On-Boarding Process
- Exploring the decoupling of the HR & Finance functions in the SOE to clarify the distinct needs of their processes, systems, and roles.

## Systems

### Systems: Opportunities

Approximately 60 technical systems & tools were identified as being used currently by SOE Staff in this Study. Each person interviewed noted opportunities for improvement in the use of systems and technology relevant to their area. These details are noted in the Interview Summaries and can be referenced in the SOE ODS Project Teams Site and in the Appendix. This includes the many opportunities identified with HR systems. Opportunities listed here are universally relevant to Staff SOE systems.

- **Access to data is inconsistent**
  - Multiple systems mean many do not know what access to request to meet their needs, absence of technology strategy.
  - Central campus restricts access to data that is needed (Example: student emails even for programs they have requested to participate in).
- **Data management is ad hoc and manual**
  - Lack of a cohesive system(s) for tracking student information across a variety of areas.
  - Reliance on multiple spreadsheets and manual data entry.
  - Time-consuming process to gather and verify student data.
- **Data Systems are not integrated**
  - No “one source of truth” for key data sets: Student and Employee Data.
  - Inability to find a single system that meets all needs.
  - Previous attempts to develop custom solutions with OIT did not come to fruition.
  - HR systems known to produce data that are inaccurate and therefore are perceived as unreliable sources.
- **Opportunity to train on technology systems for increased efficiency and awareness**
  - Insufficient training on how to effectively utilize Salesforce and Excel for reporting and data management.

### Systems: Recommendations

A technology roadmap outlines how an organization will leverage technology to achieve its strategic objectives, offering a plan to guide the implementation, management, and optimization of technology resources.

In the absence of a technology strategy or roadmap, the SOE can pursue some quick wins followed by a multi-Horizon approach to improve data and systems efficiency and effectiveness. Such improvements will enable processes to run more smoothly and can facilitate financial stewardship through using data to inform decision making.

- **Quick Wins – Horizon 1**
  - It is recommended that the Dean request the following support from Central campus:
  - Broker agreement from Central Admissions to provide relevant student email addresses to the SOE Diversity Recruiting & Retention staff for those students who self-report as eligible for the program to be emailed as possible recruits.
  - Request Central support for Staff training on how to effectively utilize Salesforce and Excel for reporting and data management.

To address broader data and technology systems opportunities, it is recommended to commission the following three Working Teams.

- **Data & Technology Working Team**

- Horizon 1: Data Strategy
  - Objectives
    - Document what data is required by SOE Staff & Faculty to perform their roles and what systems they use today (leverage work from the SOE ODS Project)
    - Explore potential of designating a “one source of truth” system and seek to understand process and cost to acquire access (Slate, Salesforce, etc.)
    - Propose a plan outlining more efficient and effective ways of accessing and using data to meet needs of SOE Staff
- Horizon 2: Technology Roadmap
  - Objectives
    - Aligned to the new Dean’s updated SOE Strategy, develop and implement a Technology Roadmap for the SOE

- **Hiring Process and Systems Working Team – Horizon 1**

- Objective
  - Align on best approach to timely creation of offers, offer letters and use of DocuSign to communicate

- **Teacher Education Data Team – Horizon 1**

- Objective
  - Understand data and reporting needs and seek to design sustainable solutions

## Strategy

### Strategy: Opportunities

- There is not a clear strategy or operating model for the SOE at CU Boulder today.
- The SOE has inconsistent processes and systems due to the lack of strategy and standards.
- There is not a clear technology strategy for the SOE so access to technology is inconsistent and there are multiple tools/systems used for manual data collection.
- While pockets of Staff work together on certain activities, the predominant feeling is that work is done in silos and there are missed opportunities to better leverage collective expertise.
- It is sometimes difficult to set priorities and say no to initiatives with a lack of clear go-forward strategy.

### Strategy: Recommendations

- Given strategy development was specifically designated as out-of-scope for this project, we reiterate three assumptive recommendations as aligned with the Project Sponsors:

- Upon the arrival of the new SOE Dean (expected in 2025), it is recommended that a top priority be to develop and communicate the go-forward strategy, vision and mission for the SOE and its related Centers (CU Engage, BUENO, etc.). This will solidify the direction of the organization to inform which work is to be prioritized and how to best align Faculty and Staff roles and organizational design to support the overarching direction.
- Continue to focus on common priorities for the SOE ahead of the arrival of the new Dean and identify required behaviors (see section on Culture Recommendations) to progress the existing priorities of:
  - Build community within the school
  - Create further stability in budgets & operations
  - Set the stage for new leadership
- Assume continued expansion of the SOE Undergrad Program as a key component to driving further budget stability to sustain the future of the CU Boulder SOE.

## Culture

### Culture: Opportunities

- The organizational culture at CU Boulder is underpinned by a longstanding commitment to shared governance common to higher education institutions.
- There is a ‘culture of exceptions’ within the SOE, whereby individuals see themselves as having unique or nuanced requirements that validate deviations from the standard ways of working.
- There is a hierarchical culture in the SOE in which Staff perceive that they are required to make “heroic efforts” to complete work including working additional hours or doing tasks not part of their role description to meet non-standard requests while navigating complex, inefficient processes.
- Fear of negative reputational impacts exist based on the perception that changes to existing programs could be perceived negatively in the community or by donors.

### Culture: Recommendations

- **Repurpose School Meetings**
  - Reassert values and priorities at each meeting to affirm common goals and need for alignment
  - Facilitate more interaction (versus simply informing) to break silos across and within Staff and Faculty
  - Introduce new employees
  - Spotlight each meeting with “get to know this area and/or this employee” (collect these presentations to publish an electronic Handbook)
  - Develop Staff and Faculty to benefit the collective via a portion of time dedicated to training: collaborative behavioral training, fiscal stewardship, fundraising stewardship, innovations in education
  - Recognize employee efforts to model the mission, strategy, and values of the SOE

- Facilitate understanding of who, what, where, when and how to get support
- Level-set expectations of standard versus non-standard work requests and incremental cost of non-standard work
- Drive desired behaviors through rewarding actions aligned to the mission, strategy, and values of the SOE
- **Follow up on Culture Survey**
  - Share outcomes from last Culture Survey,
  - Host facilitated discussions to understand what still needs to be addressed today and clarifying which are no longer relevant
  - Focus on areas that need to be addresses to foster a positive workplace culture to better-enable achieving our mission
- **Introduce “Coffee with the Interim Dean”**
  - Small sessions for Staff to raise concerns and better- leverage the Interim Dean as a resource
  - Help set realistic expectations across the SOE and drive more accountability through understanding impacts

## Horizon Roadmap

The Study Report includes an analysis of the changes needed to improve efficiency and effectiveness. The analysis includes opportunities to strengthen strategy, structure and governance, processes and services, systems, and culture. The primary recommendation is to invest in a multi-year effort spanning FY25-27 across three horizons of work:

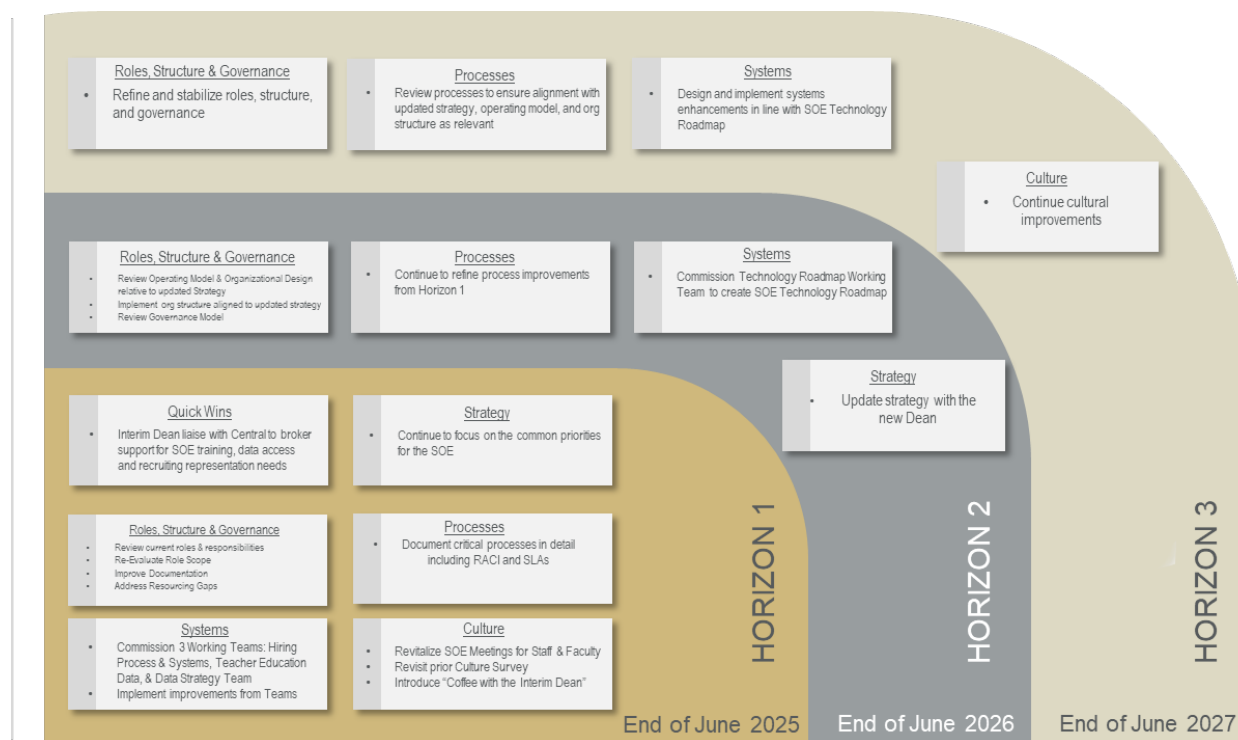
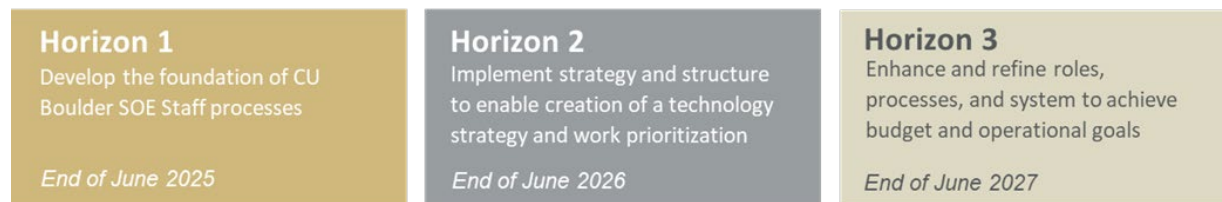
- **Horizon 1** - Centers on building the foundation for improved SOE Staff processes and systems. By exception, evaluate roles with capacity concerns and/ or critical needs and identify improvement opportunities.
- **Horizon 2** - Marked by the arrival of the new Dean of the SOE, the focus is to define the updated SOE vision and strategy immediately followed by prioritizing work and realigning roles and structures in support of the updated vision and strategy, including a technology strategy.
- **Horizon 3** - Focused on delivering and improving upon these changes.

### Horizon Timeframes

- Horizon 1- Now thru arrival of new Dean, assumed End of June 2025
- Horizon 2 - End of June 2026
- Horizon 3 - End of June 2027

It will be a multi-year journey for CU Boulder SOE Staff to develop and implement improvements to stabilize budget and operations. To implement the process improvements to reach a Managed/Optimized maturity (Level 4/5), we recommend the work progresses through three

horizons. The extent of process maturity achieved will depend on the commitment to investing the needed time and resources.



## Benefits & Risks

### Overview

Numerous benefits, both direct and indirect, come with the implementation of the SOE ODS recommendations. The Project Team defined an initial estimate of Project benefits during this Study Phase and will further define and validate them as additional phases are completed.

Benefits are the value derived from creating consistency and clarity across SOE Staff roles, responsibilities, and processes. These include decreased costs and improved experiences as noted here:

- Decreased costs due to:
  - Improved system access & training
  - Fewer exception-requests
  - More efficient processes
  - Improved time to complete process, system and data work
  - Improved employee retention
  - Reduced time to field questions on delays, rework and outstanding items
- Other Improvements:
  - Improved employee equity
  - Improved employee engagement
  - Improved employee retention
  - Improved Staff, Faculty and student experience
  - Enhanced culture
  - Stronger connection to CU Boulder and the School of Education
  - Increased productivity

## Horizon 1

Horizon 1 sets the foundation for standardization of roles, processes, and systems. Benefits could be up to \$320,000 driven primarily by cost reductions due to fewer exception requests / rework and improved system access and training. See Appendix for more detail.

As noted in this study and the HR Blueprint Project study, CU currently operates with a 'culture of exceptions' that can be costly in terms of time, money and staffing. By clarifying process and work priorities, a reduction in exception requests, along with other improvements, can yield significant savings.

## Horizons 2&3

Horizons 2 & 3 depend on the updated strategy and correlating scope of work to be determined at that time.

## Risks

There are numerous benefits that come with the implementation of the proposed recommendations. Key risks to the project and realizing the benefits include:

### Funding

- Limited financial and resource investment will impact Subject Matter Expertise availability for the project and funding for key initiatives.

### Technology Alignment

- There may be lack of alignment on technology standardization which will jeopardize the direct benefits that improved and streamlined technology software and systems can deliver. This alignment will need to be addressed during the Technology Roadmap development in Horizon 1.

### Resourcing & Capability

- There may be insufficient resources to support Horizon 1 improvements, as the SOE team is currently spread-thin with highly manual processes and system constraints.

### Culture

- There may be insufficient leader support to change the CU Boulder culture and support the reduction of exceptions. This will impact the ability to standardize processes and realize benefits.
- There may be change fatigue due to the number of initiatives impacting certain constituents simultaneously.

### Strategic Alignment

- Directional change / preference change based on new Dean.

## Appendix

### Appendix 1 – List of Key Processes

#### List of Key Processes being used by CU Boulder SOE Staff

Created August 2024

Note: This is a list of key processes being utilized across the Colorado University at Boulder School of Education as identified by interview participants. Some processes may be missing, so we suggest the list be updated as these are identified and/ or change.

Area	Process Name
Admissions & Recruiting	Undergraduate Recruiting Process
Admissions & Recruiting	Graduate Recruitment Process
Admissions & Recruiting	Ambassador Process
Admissions & Recruiting	PhD Applicant Flow
Admissions & Recruiting	Doctoral Mentorship Program
Admissions & Recruiting	DocuSign Process for Offer Letters
Admissions & Recruiting	Scholarship Process
Admissions & Recruiting	Teacher Cadet Process
Admissions & Recruiting	Undergraduate Admission Document Review Process
Admissions & Recruiting	Application Process - Graduate
Admissions & Recruiting	Application Process - Undergraduate
Admissions & Recruiting	Discover Teaching Conference
Admissions & Recruiting	Admitted Student Reception
Admissions & Recruiting	Focused yield campaign- Leadership
Admissions & Recruiting	Student to student texting/ calling/ notes
Admissions & Recruiting	MLS/ EDS Invitations
Admissions & Recruiting	Fleming Building Tours



Admissions & Recruiting	Licensure/ program-area-specific E-mails
Admissions & Recruiting	Licensure Application Updates
Admissions & Recruiting	Swag Bag Process
Advancement	Fundraising and Financial Stewardship
Advancement	Allocation and Reporting for Dean's Fund
Advancement	Scholarship Process
Advancement	Flatiron Funds Management
Advancement	Faculty Participation in Fundraising
Advancement	Shared Governance Model
Advising	Policy Development & Maintenance
Advising	Catalog Updates
Advising	Internal Handbook Development & Maintenance
Advising	Matriculation to Graduation
Center_BUENO_HR	Interview Scheduling
Center_BUENO_HR	Grant Administration
Center_BUENO_HR	HR Administration
Center_BUENO_HR	Finance Administration
Center_BUENO	Purchasing Processes
Center_BUENO_HR	Creation of Cohort
Center_BUENO_HR	Recruitment
Center_BUENO_HR	Application Process
Center_BUENO_HR	Admissions
Center_BUENO_HR	Course Proposals
Center_BUENO_HR	Registration/Tuition Payment
Center_BUENO_HR	Orientation
Center_BUENO_HR	Course Scheduling and Planning
Center_BUENO_HR	Instructor Applications and Notification Process
Center_BUENO_HR	Hiring Instructors/Hiring GRAs
Center_BUENO_HR	Syllabi (Submitting Approval, Sharing with Instructors, Updating)
Center_BUENO_HR	Adjunct Dinner
Center_BUENO_HR	Communications
Center_BUENO_HR	Graduation
Center_BUENO_HR	Endorsements
Center_CU Engage	Graduate and Student Hourly Hires
Center_CU Engage	Graduate Student Offers
Center_CU Engage	Budget Process
Center_CU Engage	Financial Reports
Center_CU Engage	Curriculum Planning
Center_CU Engage	Fundraising
Communications	Event Planning
Communications	Student Outreach
Communications	Brand Management Processes
Communications	Identity & Brand

Communications	Content Creation
Communications	Design
Communications	Social Media
Communications	Website Maintenance
Communications	E-communications
Data Analysis	Data Management & Quality Assurance Process
Data Analysis	Ad Hoc Reporting Process (request, approve & deliver)
Data Analysis	Annual Reporting Process
Data Analysis	Monthly Reporting Process
Data Analysis	Internal Survey Process
Data Analysis	Internal Database Creation & Maintenance
Faculty Support	Reappointment and Promotion
Faculty Support	Onboarding
Faculty Support	Ordering Processes
Faculty Support	Gift Card Procurement:
Faculty Support	Technology Set Up and Onboarding
Faculty Support	Budget Management - Office Supplies & Instructional support
Faculty Support_Program Manager	
Faculty Support_Program Manager	Process to Migrate Teacher leadership program to a new technical platform (Continuing Education).
Faculty Support_Program Manager	Course scheduling processes
Faculty Support_Program Manager	
Faculty Support_Program Manager	Budgeting and Payment processes for graduate students and course facilitators.
Faculty Support_Program Manager	
Faculty Support_Program Manager	Change management processes involving communication, stakeholder engagement, and documentation.
Faculty Support_Program Manager	Program Development Process
Faculty Support_Program Manager	
Faculty Support_Program Manager	Change Management Process
Finance	
Finance	AWARD balance reminders
Finance	Start Up balance reminders
Finance	Monthly reports to check
Finance	PACE Awards (aka Outreach)
Finance	DEI awards
Finance	RIO MOU
Finance	Best Should Teach Event
Finance	Budget Review Process
Finance	Run and review m-Fin one-liner to check balances, investigate deficits and pay attention to coming deficits.
Finance	Reverse linked 10, 11, 72 from previous YE CCF
Finance	Temp BJE Position budget for any unfunded positions
Finance	Temp BJE Field coaches in enrollment growth

Finance	Transfer CONT budget to fund 11's
Finance	Transfer TEMP SOE fund 10 budgets to departments
Finance	WISE Award Process
Finance	Review Procurement and Travel aging reports
Finance	Review Bnode report for deficit
Finance	Review 11040466 for transfers in,tsfer to appropriate ST's
Finance - Sponsored Projects	HR Payroll Process
Finance - Sponsored Projects	Sponsored Projects Process - Life Cycle of an Award
Finance - Sponsored Projects	Sponsored Projects - Proposal Submission
Finance - Sponsored Projects	Sponsored Projects - Award Negotiation
Finance - Sponsored Projects	Sponsored Projects - Budget Tracking
Finance - Sponsored Projects	Sponsored Projects - Expense Management
Finance - Sponsored Projects	Sponsored Projects - Financial Reporting
Graduate Programming	Administration of BUENO Rosters
Graduate Programming	Graduate Reporting in Slate
Graduate Programming	Graduate Annual Review Process
Graduate Programming	Graduate Processes (per Guidebook)
HR Finance Team	Timekeeping
HR Finance Team	Travel Authorization
HR Finance Team	Hiring and Position Changes: Regularly involved in recruiting and revising job descriptions; substantial changes in team composition over the past decade
HR Finance Team	Training and Documentation: Processes for training student workers have been developed over time. Documentation is being created to outline roles and responsibilities.
HR Finance Team	Budgeting: Position budgeting and managing buyouts have HR and budgetary implications.
HR Finance Team	Hiring and Payroll Administration
HR Finance Team	HR - Create & maintain job descriptions
HR Finance Team	HR - Managing Job Searches
HR Finance Team	HR - Create & Processing offer letters
Operations	Facilities Management for electrical, HVAC, Access Services, and other trades
Operations	Asset Works Reporting
Operations	Process for Various Operations Needs on Google Forms (e.g., disposal of broken equipment)
Operations	Construction Process
Operations	ServiceNow through OIT for technology requests
Operations	Purchasing and preparation of equipment
Operations	Special Events Process
Operations	Work Study Process
Special Projects	Advancement Processes
Special Projects	Courtesy and Affiliate Faculty Processes
Special Projects	Merit Review Process
Special Projects	Post Tenure Review in the School of Education

Special Projects	Reappointment and Promotion Procedures for Instructor Rank Faculty Reappointment
Special Projects	Reappointment and Promotion Procedures for Research Professor Faculty
Special Projects	Sabbatical Process
Scheduling	Scheduling Process
Scheduling	Teacher Assignment Management (TAMS)
Scheduling	Curricular Reviews
Scheduling	Course Buyout Process
Student Services	Teacher Education Tracking Process
Student Support	Diversity Recruitment Process : Event Outreach & Partnerships with Admissions
Student Support	Diversity Program Development: Sustain the EDS Program
Student Support	Student Support: Conducts regular check-ins with students, organizes events, and provides resources.
Student Support	Handbook Creation & Maintenance: Current for eligibility and requirements, but <i>Pathways to Reaching and Community Partners</i> are outdated

## Appendix 2 – List of Technical Systems & Tools

### List of Technical Systems & Tools being used by CU Boulder SOE Staff

Created August 2024

*Note: This is a list of technical systems being utilized across the Colorado University at Boulder School of Education as identified by interview participants. Some systems may be missing, so we suggest the list be updated as systems are identified and/ or change.*

System	Area
Access Database - defunct	Student Services
Advancement Intelligence – Gift funds	HR Finance Team
AI	Special Projects
Anaplan Budget Tool	HR Finance Team
Ascend	Special Projects
Asset Works	Operations
Avature	Mutiple Areas Use
Blackbaud Academic Management	Admissions & Recruiting
Buff Portal	Mutiple Areas Use
Canvas	Faculty Support_Program Manager
Central HR System	HR
Central Scheduling System	Scheduling
Communication Tools	Communications
CONcur	Finance
Constant Contact for newsletters	Center_CU Engage

Continuing Education Platform (new replacing B3 Platform)	Faculty Support_Program Manager
Cornerstone	Graduate Programs
Course Leaf Suite	Scheduling
CU Boulder CMS	Communications
CU Marketplace	Mutiple Areas Use
CU SIS	Mutiple Areas Use
CU System Z Drive	Center_CU Engage
Cvent	Communications
Degree Audit	Graduate Programs
DocuSign	Mutiple Areas Use
EDS	Student Support
ePERS	Finance - Sponsored Projects
eRA	Finance - Sponsored Projects
ERP System	Scheduling
Excel	Mutiple Areas Use
Finance System	Finance
FIS	Special Projects
Google Drive / Docs	Mutiple Areas Use
HCM (Human Capital Management)	Mutiple Areas Use
HRSC	HR Finance Team
Internal Design and Print	Communications
Internal SOE Systems	HR
IR Database	Data Analysis
Marketing Cloud	Communications
MFINC	Finance
Microsoft Teams	Mutiple Areas Use
MyLeave Time Management Tool	HR Finance Team
P-card system	Finance
PeopleSoft	Mutiple Areas Use
PeopleSoft Finance	HR Finance Team
Planner Board	Communications
Qualtrics	Data Analysis
Salesforce	Mutiple Areas Use
SAS	Data Analysis
ServiceNow	Operations
Slate	Mutiple Areas Use
Student Worker Email	HR Finance Team
TAMS	Mutiple Areas Use
Zoom for virtual meetings	Center_CU Engage

## Appendix 3 – List of Documents Provided

### List of Documents Provided to C-Shift by CU Boulder SOE Staff to support Organization Diagnostic Study

Created August 2024

Note: This is a list of documents provided by the Colorado University at Boulder School of Education interview participants to C-Shift in support of the Organization Diagnostic Study.

Area	Document Name
Admissions & Recruiting	Documents List
Admissions & Recruiting	2022-2023 Undergraduate Recruitment Plan
Admissions & Recruiting	2023-2024 Ambassador Plan
Admissions & Recruiting	2023-2024 Graduate Recruitment Plan
Admissions & Recruiting	2024 PhD App Flow Chart
Admissions & Recruiting	Doctoral mentorship program 2022
Admissions & Recruiting	Master Event To-Do List
Admissions & Recruiting	Please_DocuSign_GAA_Education_P2T_v5docx_G
Admissions & Recruiting	Scholarship 2022-2023 Flow Chart
Admissions & Recruiting	Teacher Cadet Letter 2023
Admissions & Recruiting	Undergrad Admission Document Review
Advancement	Development Assistant
Advancement	Faculty Partnership
Advancement	Dean Campaign deck for SOE Funding Priorities
Advancement	Program Manager
Advancement	Assistant Director of Development
Advancement	Assistant Dean of advancement
Advancement	2023 SOE faculty presentation on Advancement Partnership
Advancement	Dean, advancement onboarding. January 2024
Advising	School of Education Advising
Advising	SOE Student svcs structure ideas
Center_BUENO_HR	SOE Organizational Study Interview
Center_BUENO_HR	Steps in Process of BUENO Cohort
Center_CU Engage	CU Engage Almanac 2024-25
Center_CU Engage	Who can help you with what and how 2023-2024 CU ENGAGE Admin map
Center_CU Engage	CU Engage Administrative Processes and Procedures
Center_CU Engage	Organizational Diagnostic Study Interview 2- CU Engage 2024
Communications	CALDWELL_2023ProfAsst_job description
Communications	Fletcher_Hannah_PositionDescription
Communications	SOE comms staff slide-final
Communications	Takikawa-job description
Data Analysis	Abbreviated_DeskManual_Director_PlanningAssessmentReporting
Data Analysis	Weaver_Roles_Projects
Faculty Support	Copy of SOE INSTRUCTION - FINANCIAL DETAIL II March 2024

Faculty Support	Copy of SOE INSTRUCTION - FINANCIAL DETAIL II May 2024
Faculty Support	School of Education Reports - Michener 2018-08-31
Faculty Support	School of Education Reports-2019-01-30, Michener
Faculty Support	School of Education Reports-2019-03-31 Michener
Faculty Support_Program Manager	New Program Development Lessons Learned
Faculty Support_Program Manager	Job Description_Program Manager
Finance	C-Shift interview information
Finance	SOE Finance Manager Working Calendar
Finance	PSC Org Chart
Finance - Sponsored Projects	Blank Budget Tracker
Finance - Sponsored Projects	GRA Contract Pay Calculator
Finance - Sponsored Projects	List of Webpage, training resources and meetings
Finance - Sponsored Projects	SOW Request Form
Finance - Sponsored Projects	Participant Stipend Request Form
Finance - Sponsored Projects	Life-cycle of grant/contract & award mgmt ppt
Finance - Sponsored Projects	Travel process ppt
Finance - Sponsored Projects	Fund Types Explanation
Graduate Programs	GPA Guide- Third Edition
Graduate Programs	2023-24 SOE Student Handbook
Graduate Programs	Graduate Program Coordinator Handbook Nov 2021
Graduate Programs	Graduate Program Coordinator Job Description
HR	HR & Payroll Coordinator Processes
HR	JD_CAMERON_HRPyrllMngr_HRProf_00733116
HR Finance Team	c-Shift info_SOE-Fin-HR.doc
Operations	2023-2024 Special Events Calendar
Operations	2024 Summer Workstudy Job Description
Operations	2024-Operations Team Lists of Responsibilities
Operations	Claire McDonald
Operations	JD_MCDONALD_SrDirOp_BusSrvcs_SnrProf_00708687
Operations	SOE General Operations Coordinator_Position Approved
Special Projects	01Reappointment Master Process Calendar 2024-25
Special Projects	01Tenure and Promotion Master Process Calendar 2024-25
Special Projects	2024-Operations Team Lists of Responsibilities
Special Projects	Budget_Committee_Slideshow
Special Projects	Courtesy and Affiliate Faculty_SOE_Policies_10_05_2016 (003)
Special Projects	Final_BC_Report
Special Projects	Merit Review Process Overview
Special Projects	Merit Review Processes for Instructor Rank Faculty
Special Projects	Post Tenure Review in the School of Education
Special Projects	Reappointment and Promotion Procedures for Instructor Rank Faculty
Special Projects	Reappointment

Special Projects  
 Special Projects  
 Special Projects  
 Scheduling  
 Student Services  
 Student Support  
 Student Support  
 Student Support  
 Student Support  
 Student Support  
 Student Support

Reappointment and Promotion Procedures for Research Professor Faculty  
 Sabbatical Master Process Calendar  
 SOE RPT Guidelines Final\_9.29.22  
 Interview\_Focus\_Area\_Questions\_Anderson  
 Brief overview of job description  
 JD\_MENDY\_CoordDivRecr&Retn\_AcdmcSrvcsEntProf  
 Re Director of EDS info  
 Roles & Responsibilities Manual August 2021  
 Screen Shot 2022-12-15 at 15.38.53  
 Screen Shot 2024-07-08 at 13.01.54  
 Screen Shot 2024-07-08 at 13.02.12

## Appendix 4 – Benefit Analysis

### Estimated Benefits of Org Diagnostic Horizon 1 Recommendations

CU Boulder SOE

Cost Reduction Due To Fewer Exception Requests / Rework				Current		Reduce by 25%		Reduce by 50%		Reduce by 75%	
				Approximate Hours / Staff / Week		Approximate Hours / Staff / Week		Approximate Hours / Staff / Week		Approximate Hours / Staff / Week	
	# People	Cost per Hour*	Weeks/ year	Low End	High End	Low End	High End	Low End	High End	Low End	High End
<b>Exception Request Impact</b>	30	\$ 35	52	2	8	1.5	6	1	4	0.5	2
<i>Source: SOE Staff Interviews</i>											
Hours / Year				104	416	78	312	52	208	26	104
Cost / Year				\$ 108,000	\$ 432,000	\$ 81,000	\$ 324,000	\$ 54,000	\$ 216,000	\$ 27,000	\$ 108,000
Cost Savings						\$ 27,000	\$ 108,000	\$ 54,000	\$ 216,000	\$ 54,000	\$ 216,000

Cost Reduction Due To Improved System Access & Training				Current		Reduce by 25%		Reduce by 50%		Reduce by 75%	
				Approximate Hours / Staff / Week		Approximate Hours / Staff / Week		Approximate Hours / Staff / Week		Approximate Hours / Staff / Week	
	# People	Cost per Hour*	Weeks/ year	Low End	High End	Low End	High End	Low End	High End	Low End	High End
<b>System Access &amp; Training Impact</b>	30	\$ 35	52	1	4	0.75	3	0.5	2	0.25	1
<i>Source: SOE Staff Interviews</i>											
Hours / Year				52	208	39	156	26	104	13	52
Cost / Year				\$ 54,000	\$ 216,000	\$ 40,500	\$ 162,000	\$ 27,000	\$ 108,000	\$ 13,500	\$ 54,000
Cost Savings / Year						\$ 13,500	\$ 54,000	\$ 27,000	\$ 108,000	\$ 27,000	\$ 108,000

Total Hours Saved / Year	117	468	78	312	39	156
Total Cost Savings / Year	\$ 40,500	\$ 162,000	\$ 81,000	\$ 324,000	\$ 81,000	\$ 324,000

Assumes \$72,000 Median CU Boulder Salary\*

Source: HCM data as of March 2024

\*Includes Research Faculty, Staff (University and Classified)

## Appendix 5 – Summary of Barriers & Solutions Brainstorm

SOE Process Improvement Brainstorm:



## Barriers and Solutions as Identified by SOE Staff & Faculty

Facilitated by C-Shift

SOE CU Boulder Meeting , August 21, 2024

### Summary of Themes

#### Barriers

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**1. Systemic and Structural Issues:**

- Systemic inequalities and bureaucratic obstacles impede effective communication and process improvement.
- University policies and budget constraints limit investment in necessary tools and systems.

**2. Process Confusion and Overload:**

- Reliance on outdated or inadequate systems and lack of clarity on processes.
- Overreliance on spreadsheets and lack of integration among systems.

**3. Complacency and Resistance to Change:**

- Resistance to change due to comfort with existing practices or reluctance to relinquish control.
- Complacency within the organization, with some preferring familiar, traditional methods.

**4. Resource Constraints:**

- Limited budget and financial resources to support improvements and retain staff.
- Lack of time and capacity to focus on documentation and process improvement.

**5. Communication and Coordination Challenges:**

- Inconsistent communication and difficulty in finding connections within the organization.
- Hybrid and remote work environments contributing to reduced productivity and connection.

**6. Role and Responsibility Ambiguity:**

- Unclear roles and responsibilities lead to confusion and inefficiencies.
- Overlap and lack of clarity between staff and faculty roles.

**7. Training and Skills Gaps:**

- Insufficient specialized skills for documenting and improving processes.
- Need for ongoing training and capacity building to manage new systems and tools.

**8. Change Management Difficulties:**

- Challenges in managing transitions and implementing new processes without disrupting existing workflows.
- Fear of change and uncertainty about how new systems will integrate with current practices.

#### Solutions

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**1. Process Improvement and Documentation:**

- Prioritize tasks and manage time efficiently.
- Develop and utilize databases to track student progress.

- Create and maintain documentation for processes and roles.
  - Establish clear locations for information and centralize resources.
  - Create a manual outlining responsibilities and processes.
2. **Training and Development:**
- Provide one-hour training sessions followed by implementation.
  - Increase professional development opportunities for staff and faculty.
  - Offer consistent, clear, and practical training on new processes and systems.
3. **Communication and Collaboration:**
- Enhance communication between team members and across departments.
  - Use platforms like the SOE intranet to share information and updates.
  - Promote open discussions, workshops, and information sessions.
  - Build cross-departmental connections and encourage collaboration.
4. **Technology and Tools:**
- Adopt and integrate technological tools like Monday.com for process management.
  - Use AI to assist in creating RACI charts and Service Level Agreements (SLAs).
  - Develop and implement new systems or improve existing ones with a focus on automation.
5. **Organizational Structure and Management:**
- Revise the organizational chart and partner with the university for structural improvements.
  - Consider shared leadership and clear role definitions.
  - Stage competitions and design challenges to foster innovation.
6. **Incentives and Recognition:**
- Incentivize process adoption with monetary rewards.
  - Recognize and leverage expertise within the organization.
7. **Continuous Improvement:**
- Regularly review and adjust processes based on feedback and evolving needs.
  - Explore and model success from similar organizations or departments.
8. **Resource Management:**
- Use institutional knowledge on a consulting basis for process improvements.
  - Allocate time and resources specifically for process documentation and improvement.