

ASF Special Initiative Award Proposal
WSU Bookstore Lean Process Improvement

Maggie McDermott

RATIONALE:

This past semester, a concern was brought to faculty senate and the Council of Administrators regarding the bookstore textbook ordering process. During the past semester several students and faculty members expressed concern about the process which can result in students not having textbooks the first week of class. In an attempt to streamline the process for faculty, bookstore staff and students, lean process improvement provides a systematic way to evaluate all the factors involved.

Utilizing the lean process improvement model, participants were able to do a value stream map, process map, identify and remove barriers and collect data to document the improvement. Participants included Karen Krause (bookstore manager), Laura Mann (textbook manager), Lisa Serwa (assistant textbook/tradebook manager), John Schmitz (student) and Maggie McDermott (facilitator).

The complete model includes the elements listed below:

A. Identification Phase

1. Identify and secure data sources that would help the workgroup understand the problems.

The bookstore staff collected historical data on the number of book orders in past year were incomplete, late and calculated the time cost for late and incomplete orders.

B. Examination Phase

1. Create process maps on paper and with VISIO.

Given the scope of the project, the group chose to focus on the input value stream. This required a step by step analysis of the way in which the bookstore solicited and processed faculty book requests.

C. Development Phase

1. Identify areas that do not add value to the process, are time consuming, are prone to rework, and frustrate students, faculty and staff.

A presentation was given to Dean Council and to the Faculty Senate (see attached). Some of the process improvement included; an on-line textbook requisition form with required fields and a communication plan.

OBJECTIVES:

- ◆ 90% of the participants will report that they feel the model has focused the workgroup on the issues.

All of the member of the team felt that the lean process improvement model was helpful in identifying the current process and opportunities for improved effectiveness.

- ◆ 90% of the participants will report satisfaction with the outcomes from the model.

All of the members are satisfied with the improvements, although this is a continuous cycle. After piloting the on-line textbook requisition form for Fall semester, there are additional changes that we will be examining.

- ◆ 100 % of each of the phases will be complete with the outcomes listed above.

Each of the outlined stages, examination, and development have been completed.

TIMELINE: Feb-April

Collect Data	February
Create Process Map	February
Review Process Map	March
Identify Areas for Improvement	March
Implement changes	March-April
Evaluate	May

ASSESSMENT PLAN:

In May the workgroups answered the following survey questions. Answers are reflected in objectives.

- Do you feel the “Lean Model” has focused the workgroup on the issues?
- Do you feel the “Lean Model” can be applied to solve issues in your department?
- How satisfied are you with the “Lean Model” outcomes?

Data will be collected through next fall semester to track the number and cause of book shortages.

E-Mail to Faculty- New Requisition Form

The campus wide goal at Winona State is to provide students with all the necessary services to ensure their academic success. At the Winona State University Bookstore our part in this mission is to provide learning materials to student in a timely and efficient manner that is cost effective for the student and the university. **Faculty information is a very important ingredient to the success of that goal.**

Some faculty and students had difficulty last semester receiving the material necessary for course preparation. To aid in the correction of this issue, the Bookstore went through a process improvement process. From this evaluation it was determined that the Bookstore was not gathering enough necessary or accurate information. Last semester, only 33% of the orders were received by the deadline and overall only 44% of the orders had all the required information for processing.

Based on the support of faculty senate and administration, we are going to pilot an on-line textbook requisition form with required fields. This will allow us to gather complete information and eliminate data entry errors that can occur with the transfer of information. Next semester we hope to offer you an improved on-line form with your personal history of textbooks used along with course information directly input from the course schedule.

The on-line textbook requisition form will be the primary way we collecting textbook information from faculty. If you have questions or need assistance, we will be happy to help you.

A new on-line textbook requisition form can be found at SITE. Most fields require that information be provided. The completed form once electronically sent to the Bookstore will be processed. A copy of the course requests will be returned to faculty for their records. **This electronic requisition form will be the only format that can be accepted.**

We understand that all new processes will generate questions and concerns. The Bookstore is available to work with any faculty member in need of instruction or assistance. We welcome you to come into our offices or set a time when you would like us to come to you. We will all need to work together in becoming familiar with this new electronic format. Hopefully with the passing of semesters everyone will become more comfortable in obtaining and relaying information about their course material. Most importantly students will have better insurance of having correct material available.

We will continue to work on other issues that affect the textbook ordering process and look forward to working collaboratively to provide students the materials they need to succeed.

