BUSINESS PROCESS RE-ENGINEERING and CULTURE OF EXCELLENCE

Mines launched a comprehensive effort to assess our current operational and administrative environment. We partnered with Sibson Consulting to evaluate our organizational and operational efficiency with the intent of ensuring our core operations effectively support our campus needs, demands, and strategic objectives. With a goal of hearing from as many stakeholders as possible (faculty, students and staff), Sibson held 149 one-on-one and focus group interviews. There were also four town hall events which yielded 407 responses from individuals across campus.

To meet the business and operational needs of the future, we commissioned project teams to:
- Assess the current state of the functional/operational area assigned to the team
- Design solutions to improve the quality, effectiveness, or efficiency of the function
- Deliver an implementation plan with recommendations for moving the function forward

The findings were synthesized and prioritized into two core themes; **Business Process Re-engineering** and **Culture of Excellence.**

Business Process Re-engineering was further defined by the recommendations in the following areas:

- Shared Services/MAPS
- Human Resources
- Policy
- Registrar Operations
- Research
- Technology

Culture of Excellence represents a cross institutional look at how to enhance the culture at Mines. The following pages provide first a summary and then a more in-depth overview of the action items, responses, and progress from the many recommendations, and input received during the process.

Business Process Re-engineering

The Mines community has spent the last two years evaluating and streamlining many of our administrative business processes. During this time, significant campus input and feedback was received constituting over 149 one-on-one and focus group interviews as well as over 400 responses gained from our many town halls. The results are changing how we are organized, what we do, and how we do it.

Currently, the focus is highlighted in the following areas:

Technology ⬤ *Research* ⬤ *Shared Services* ⬤ *Human Resources* ⬤ *Policy* ⬤ *Registrar's Operations*

Technology provides great opportunities to improve the efficiency of our business processes, including transforming paper processes into electronic workflows.

We are in the process of implementing our first electronic workflow system that will transform how we manage processes across campus. This new workflow system is a powerful tool to provide streamlined business processes and includes:

- ⬤ Electronic forms
- ⬤ Workflows and electronic approvals
- ⬤ Document management and repository – over 783,000 electronic documents available today!

The implementation team has been working with the Registrar's Office to streamline and convert many of their processes from paper to electronic*. Grade Changes will be the first workflow process implemented – Go Live is June 2019,* while ten more processes have been identified for transition over the 2020 academic year. For more information regarding the project, please visit Meridian website.

A new Mines Help Desk has been launched and can be found at Mines Help Center.

A new project portfolio management system has been implemented, providing the ability to manage the many IT-related projects to improve transparency, efficiency, and on-time delivery of those projects.

With input from across the campus, the Mines@150 Information Technology Strategic Plan is being finalized and will be available to campus during this spring semester.

CCIT has hired a Deputy Chief Information Officer, Monique Sendze, to oversee operational aspects of the technology enterprise.

The Cyber Infrastructure and Advanced Research Computing team is now a consolidated effort within CCIT to support research services and solutions and is led by Matt Ketterling

Also, with input from campus, an IT Strategic Plan is being finalized and will be available to campus during this spring semester.

Research

- ⬤ VP Research and Technology Transfer (VPRTT) office has made changes to their staff with the new addition of a proposal/project manager who is assisting faculty with the technical coordination of proposals.
- ⬤ A new model of the Research Council has been launched by the VPRTT.

- VPRTT is compiling a database of Graduate Fellowship opportunities share with faculty and students.
- A workshop on how to search and write competitive graduate fellowships was held in August 2018.
- VPRTT is better utilizing the Research Announce List Serve to share funding opportunities and our "Working With" series.
- The Office of Research Administration (ORA) is designing a custom software solution to replace Cayuse. This system will better fit the needs for Principal Investigators to track their projects.
- ORA has started designing a campus support model to expand and decentralize research services. Services will range from proposal, contracting, and financial support. Pilot will begin in fiscal year 2020.

Shared Services

- Mines Administration Processing Services (MAPS) has been assisting campus with report creation since May 2018.
  - [MAPS Website](#)
  - [Email MAPS](#)
- Chrome River, the new travel system, went live on December 4, 2018. To access the system, visit us at [Chrome River.](#)

Human Resources

- Kathleen Feighny is assisting with writing job descriptions.
- Diversity hiring is ongoing and is linked to the Diversity, Inclusion, and Access (DIA) Strategic Plan.
- Diversity advocates are to be on search committees.
- Hiring excellence training should be in place for all search committees.
- New Employee Orientation has begun, feedback is being received, and the program will continue to grow.
- Phase 1 of the compensation Project has been completed in Fiscal year 2019 with $750,000 distributed in equity increases. Phase 2 will take place in fiscal year 2020 with $500,000 set aside for equity increases.
- We are in the final phase of hiring a new Chief Human Resources Officer.

Registrar's Operations

- DegreeWorks implementation in fall 2019. See detailed pages to determine what will change.
- Registrar's Office created Registration advisors for all students and is assisting them with all registration matters, A-Z.
- The Registrar's Office is now providing daily emails to specific faculty members that update them on changes throughout the term.

Culture of Excellence

- The Diversity, Access, and Inclusion Strategic Plan has been developed and the all campus kick off is February 28 and March 1, 2019.
- A new Chief Marketing Officer, Jason Hughes, has been hired and will start on March 1, 2019.

SHARED SERVICES/MAPS OVERVIEW

The Shared Services Team was tasked with identifying goals for a potential shared services unit and developing recommendations regarding feasible ways to introduce a shared services model to Mines, Mines Administrative Processing Service (MAPS).

- Relieve administrative burden on faculty, staff, and students
- Improve quality of business services
- Improve morale by simplifying business services
- Create more capacity for department staff to perform more value added services
- Develop timely, easy, accurate access to business services, data, and information

The findings were organized into three categories:

- Travel and Expense Management
- People Resources
- Planning and Strategy

SHARED SERVICES/MAPS RECOMMENDATIONS STATUS

TRAVEL AND EXPENSE MANAGEMENT	STATUS
Develop a phased approach to streamline processes starting with travel and expense management	In Progress: • MAPS has been assisting campus with report creation since May 2018. To put in a request, go to https://www.mines.edu/maps/ • Chrome River, the new travel system, went live on December 4, 2018. To report your travel, go to https://www.mines.edu/controllers-office/travel-expense/

PEOPLE RESOURCES	STATUS
Design an organizational structure for Shared Services (MAPS) that more effectively utilizes skill sets and begins to create cross training	Complete: • For FY19, positions have been realigned with potential addition planned for FY20. • The MAPS Director, Janice Lander, is in place.

PLANNING AND STRATEGY	STATUS

Early Implementation Planning

Acquire Facility	Complete: • The MAPS team is currently co-located in Guggenheim Suite 224.
Determine career progression model	Complete: • An organizational structure has been developed to allow for career progression.
Post for positions	Complete: • The Director for MAPS position was posted and filled, and other positions will be posted as necessary.
Building team-begin to shift individuals	In Progress: • The Controller's Office is collaborating with HR on the specific job descriptions, grades, and salaries.
Determine staffing for Business Services	In Progress: • The MAPS team has been working to determine staffing for Business Services.
Change Management-Purposeful	In Progress: • The MAPS team has been working on the implementation planning and has developed a change management plan, as well as created a change agent team to assist with communications to the various audiences/constituents.

Strategy

Orient people about the value of Shared Services/MAPS	In Progress: • The MAPS team has been working to develop and implement a communication strategy and has utilized the change agent team to assist with communications to various audiences/constituencies.
Invest in training and customer service	In Progress: • The implementation planning group is working with HR to determine applicable training opportunities for MAPS which will be pursued by the new Director for MAPS.
Enhance camaraderie and team building	In Progress • This is an ongoing priority for the new Director for MAPS.

HUMAN RESOURCES OVERVIEW

The Human Resources (HR) team identified services for a future-state organization, developed potential draft mission and vision statements for the HR organization to consider, and developed a number of imperatives to help shape and inform future strategies.

- Vision – defining where we are headed/where we want to be
- Imperatives – identifying what we must get right to be successful
- Strategies – developing our plans for achieving the vision
- Execution – prioritizing our tasks, activities, investments, and measures

The findings were organized into four categories:

- Recruiting and Hiring
- Onboarding and New Employee Orientation
- Wellness and Work/Life Balance
- Culture of Excellence, Recognition, and Rewards

HUMAN RESOURCES RECOMMENDATIONS STATUS

RECRUITING AND HIRING	STATUS
Add an in-house recruiter to support sourcing, proactive recruiting, and screening	**Complete:** • A Recruiter, Kathleen Feighny, and a Recruiting Support position, Erika Schoonmaker, were hired and are supporting all aspects of recruiting.
Support for writing job descriptions	**Complete:** • Recruiter and Recruiting support are assisting with writing job descriptions.
Define and market Mines employer brand	**In Progress:** • This will be pursued once the Chief Human Resource Officer (CHRO) and Chief Marketing Office (CMO) have been hired.
Diversity hiring	**In Progress:** • Diversity hiring is ongoing and linked to Diversity, Inclusion, and Access (DIA) Strategic Plan. Diversity advocates are to be on search committees. Hiring Excellence training is in place for all search committees.
Create talent pipelines	**In Progress:** • Kathleen Feighny is developing and creating the talent pipelines.
Engage faculty to inform recruiting strategy	**In Progress:** • This recommendation is in development.
Develop a consistent model and approach for candidate interviews	**In Progress:** • HR is developing a model for consistent interviewing practices and improving the search committee training during FY19.
Establish a robust search committee orientation program	**In Progress:** • HR is reassessing and improving the search committee training during FY19.
Design and implement a true recruiting model for student workers	**In Progress:** • This recommendation is in development.

ONBOARDING AND NEW EMPLOYEE ORIENTATION	STATUS
Establish clear HR ownership of onboarding and new employee orientation processes	**Complete:** • New Employee Orientation has begun, feedback is being received, and the program will continue to grow.
Improve and standardize onboarding across the institution	**In Progress:** • MAPS is continuing to develop and deliver components of onboarding in partnership with HR.
Establish onboarding guidelines and checklists	**In Progress:** • This recommendation is in development.
Develop mentoring programs	**In Progress:** • This recommendation is in development.

WELLNESS AND WORK/LIFE BALANCE	STATUS
Wellness/ Volunteerism • Expand wellness programs	**In Progress:** • This strategy will be developed under the new CHRO's leadership.
• Establish employee volunteer program/ focus on community engagement	**In Progress:** • This strategy will be developed under the new CHRO's leadership.
Work-life Balance • Establish a formal program and guidelines for alternate work arrangements	**In Progress:** • The new CHRO will work to develop and establish these programs and guidelines. .
• Educate leadership on the benefits of work-life balance and flexible work arrangements	**In Progress:** • The new CHRO will work with leadership to develop these strategies and policies.

CULTURE OF EXCELLENCE, RECOGNITION, AND REWARDS	STATUS
Recognition and Rewards • Address strategic compensation issues	Complete: • Phase 1 of the Compensation Project has been completed; $750,000 was provided for equity increases in fiscal year 2019. Phase 2 will consist of $500,000 for equity increases in fiscal year 2020.
• Create meaningful recognition programs	In Progress: • This strategy will be developed under the new CHRO's leadership.

These recommendations were listed in the Culture of Excellence recommendations that listed HR and have not already been addressed.

• Elevate and empower Human Resources	In Progress: • The new CHRO will develop a new strategic plan to address elevating and empowering this area.

• Ensure robust professional and career development for employees, including effective management training	In Progress:
	• There is ongoing development of the online training programs for professional, career, and management development:
	    o Customer service training program is being developed and there are plans for supervisory training.
	    o The leadership programs are ongoing.
	    o HR is coordinating professional and career development offerings with the Student Life Professional Development program.

• Develop a robust performance management approach and program that fairly evaluates all employees	In Progress: • The new CHRO will lead the development of a performance management plan.

REGISTRAR OVERVIEW

The Registrar Transformation Team was tasked with further identifying opportunities, developing recommendations regarding feasible ways to enhance the Registrar's office at Mines, and prioritizing these recommendations for implementation.

Opportunities for improvement include:

- Strategic Plan
- People – staffing, role clarity, culture
- Process & Policy
- Financial – investment in people and software
- Technology – systems, system integration

The findings were organized into three categories:

- Strategy
- Process
- People Resources

REGISTRAR RECOMMENDATIONS STATUS

STRATEGY	STATUS

Establish a standard practice/tool to analyze required capacity for courses that takes into account pedagogical requirements, resources, etc.	In Progress:
	• DegreeWorks will be implemented Fall 2019. This tool will:
	  o Assist in determining seat capacities for classes.
	  o Assist in determining seat capacities, appropriateness of room for a course, and establishing the number of sections required to meet demand.
	  o Work with the Trefny Center to implement within Astra notation of pedagogical activities that can be accommodated in each classroom and develop process for collecting additional relevant information from faculty to better match faculty instructional preference with classroom assignment.

Carry out effective, forward-thinking space planning to include new classroom space (need to be proactive with classroom growth planning)	In Planning:
	• The Registrar will lead institutional activity to better predict future classroom needs:
	  o Review survey of existing classroom space completed as part of the Master Planning process.
	  o Develop methodology based on current classroom usage practices and survey/interviews with key faculty to determine classroom needs/requests.
	  o Based on these and using Mines@150 goals, estimate classroom style and section number needs to meet faculty pedagogical requirements and Mines@150 goals.
	  o Using Astra, model various classroom usage / classroom shortage estimates for executive team review and action.

Consider an embedded staff advising model for class scheduling and timelines.	In Progress: • Academic Affairs is reviewing expansion of existing model and infrastructure development to support co-location of upper division and graduate advisors with CASA.
Develop a strategy to elevate the "registrar brand" to overcome historical reputation challenges	In Progress: • The Registrar's Office (RO) is working to create new sets of communications and events to welcome students to campus and the RO itself.
Review/revise advising structure to allow for personalized, hands-on advising for Juniors/Seniors.	In Progress: • Academic Affairs is expanding existing upper division advising model.
Create campus-wide advisement and pin policy/process.	This recommendation needs further review and analysis before action is taken.
Consider requiring students to have standard laptops.	This recommendation needs further review and analysis before action is taken.
Require waitlists for all courses	This recommendation needs further review and analysis before action is taken.

PROCESS	STATUS
Stop enrolling fall students for the summer or enter them as non-degree students	**Complete:** • The "Stop enrolling students…" item and the "Consider changing procedure…" item are both complete.
Additional information from Registrar	**Complete:** • The RO is now providing daily emails to specific faculty members that update them on changes throughout the term.
Automate/ Streamline/ Simplify student change processes	**In Progress:** • The RO has outlined, redesigned, and finalized 11 processes for the first workflow efforts. Another 11 are in progress and are all functions of the Registration Action Form or "blue form." • The OnBase software is being installed and CCIT developers will work to take our processes and create computerized workflows to convert these transactions from paper to electronic. The goal is to have a suite of automated workflow processes that can be rolled out to campus during Summer 2019.
Optimize lines of communication with registrar staff through a communication strategy	**In Progress:** • The Registrar will lead the development and implementation of a communication strategy for the Office.
Develop process for accurately and objectively assessing customer service levels	**In Progress:** • Effectiveness of current measures of customer service will be assessed and additional actions will be developed to address this issue.
Create instructions for who to contact when students see holds	**In Progress:** • The holds project is in progress to determine the design and technical requirements.
Standardize and automatically send periodic reminders for holds	**In Progress:** • The holds reminders email process is in progress to determine the design and technical requirements.
Consider changing procedure to allow students to register without proof of graduation	**In Progress:** • The Registrar will review current processes for registering new graduate students and propose to the Provost process/policy changes that would streamline the process.
Ensure accountability for faculty for submitting grades on time	This recommendation needs further review and analysis before action is taken.

PEOPLE RESOURCES	STATUS
Hire additional transfer evaluator in registrar office due to increased demand	Complete: • A new transfer evaluator has been hired in the Office of Admissions to address this demand.
Hire a dedicated full-time curriculum staff member to manage development of the curriculum and updates	Complete: • A part-time Curriculum Specialist (24 hours) has been hired and trained in the RO and is currently supporting faculty in several processes as well as training.
Ensure customer service training for staff	In Progress: • Staff has participated in two online webinars, as well as weekly staff meetings where regular training takes place.
Hire a scheduler to manage analytics and development of schedule from start to finish	In Progress. • Reorganization of the RO is underway. Additional FTE to support this function has been allocated.
Provide coaching and development of registrar leadership team	In Progress: • The RO leadership team attended at least two professional development conferences in the recent six months.
Ensure effective performance management and recognition structures for registrar staff	In Progress: • The Registrar will work with the Provost and HR on this matter.
Fill Associate Registrar for Systems position	In Progress: • The Associate Registrar for Systems position had been filled, but is now vacant.
Provide dedicated full-time front desk staff members in registrar office	This recommendation needs further review and analysis before action is taken.

RESEARCH OVERVIEW

The Sponsored Research Support Team was tasked to assess the current state and develop recommendations to improve research administration at Mines.

- Assess – comprehensive review of the current state
- Design – solutions for moving to the desired state
- Deliver – implement solutions to achieve the desired state

The findings were organized into two categories:

- Strategy
- Operational

RESEARCH RECOMMENDATIONS STATUS

STRATEGY	STATUS
Develop Research Master Plan • **Develop clear and compelling Research Strategy**	In Progress: • VPRTT Staff Retreat in November where RTT metrics and goals were brainstormed. Work has begun on establishing current benchmark for metrics. As benchmarks are generated, goals will be refined.
• **Develop strategy to enhance research ranking**	This recommendation needs further review and analysis before action is taken.
Review Research Support Organization Structure • **Define roles and responsibilities for VPRTT, College Deans, Graduate Dean**	In Progress: • VPRTT Office has made some changes to their staff with the new additions of a proposal/project manager who can assist faculty with the technical coordination of proposals and with a restructuring for the Associate VPs.
• **Review structure of Research Council**	In Progress: • A new research advisory council was establish in Nov with representatives from each dept. The Council has divided into 5 subcommittee to tackle campus wide initiatives - incentivizing collaborative research, bridge funding, grad student stipends & fellowships, IDC return, Research space.
• **Conduct a comprehensive study on center/institutes**	In Progress: • VPRTT has started the review process of current centers and "sun-setted" those that have not been active in the last several years. The VPRTT has also participated and facilitated discussions with centers that would like to consider forming institutes.
• **Review organizational reporting structure for ORA**	This recommendation needs further review and analysis before action is taken.
• **Reexamine College structure & possible contribution to silos effect**	This recommendation needs further review and analysis before action is taken.
Review Space Usage • **Develop inventory of research space**	In Progress: • A subcommittee of the new Research Advisory Council has been tasked with developing new policy and procedures as it relates to research space. • Equipment Task Force is close to finishing a cost study of all research service centers on campus and begun modeling different structures for service center pricing with differing levels of subsidies.
• **Determine decision process/owner for each space**	In Progress: A subcommittee of the new Research Advisory Council has been tasked with developing new policy and procedures as it relates to research space.

Determine Resources Needed To Attract Large Grants • Evaluate start-up packages	This recommendation needs further review and analysis before action is taken.
• Develop seed grant program	**In Progress:** • A subcommittee of the new Research Advisory Council has been tasked with developing a bridge funding/seed funding program.
Enhance Competitiveness & Quality of Graduate Students • Develop competitive recruiting program to bring exceptional prospective students	In Progress: • VPRTT is compiling a database of Graduate Fellowship opportunities to share with faculty and students. • A workshop sponsored by the VPRTT on how to search and write competitive graduate fellowships was held in August 2018.
Enhance Technical Lobbying Efforts • Better utilize our lobbyist	Complete: • Bi-weekly calls continue with the lobbyists to work on big initiatives such as a space resources institute here at Mines, a federal budget line item for the ADAPT center, and securing funding for the Critical minerals institute. VP has engaged with delegation in DC twice in the fall semester.
Enhance relations with Foundation • Develop strategy to bring in more gifts related to research	In Progress: • Work continues with the Foundation to develop a graduate fellowship program funded by donations. An "outreach" focused fellowship has generated much interest. Additionally, the Office of Industry Relations is working to secure funding for the 2nd floor of the CoorsTek building. • VPRTT is also working with the Foundation and Alumni groups to create an "Evening with Mines" program to highlight Mines research to potential donors.
Establish Entrepreneurial and Innovative Culture • Establish better incentives and rewards	This recommendation needs further review and analysis before action is taken.
• Review/consider technology spin-offs/spin in potential	This recommendation needs further review and analysis before action is taken.
• Showcase current research commercialization	This recommendation needs further review and analysis before action is taken.
Develop Communication Plans/Methods • Branding	In Progress: • VPRTT will work with the new CMO to develop a plan.
• Internal Communication	In Progress: • VPRTT is better utilizing the Research Announce List Serve to share funding opportunities and our "Working With" series. • VPRTT is experimenting with CCIT on utilizing an online chat system to host virtual discussions and collaborations.

• External Communication	**In Progress:** • New VPRTT website has been launched! They are now working on finalizing market material.
Risk Assessment • Assess institutional risk and impact on research	**In Progress:** • A robust internal evaluation of research policies and procedures lead to a comprehensive research risk assessment with defined action items. Those items are now being addressed by the multiple offices across campus.
• Review and ensure effective research compliance structure	**In Progress:** • In November, the Mines Export Control Compliance consultant came and did a weeklong evaluation of Mines infrastructure. His report has been received and Mines will be evaluating the recommendations and determining next steps for Spring.
• Provide Training for those with data access	This recommendation needs further review and analysis before action is taken.
Mentoring • Establish a formalized mentoring structure	This recommendation needs further review and analysis before action is taken.
• Establish faculty mentorship training	This recommendation needs further review and analysis before action is taken.

OPERATIONAL	STATUS
Enhance Quality of Technical Writing • Enhance writing center and other resources	**Completed:** • The VPRTT Proposal Manager hosted a brown bag session on Proposal Writing 101 and 102 in Fall 2018.
Research Administrative Processes • Enhance communication & customer service levels	**In Progress:** • ORA has begun an Intake project to streamline workflows and create reliable metrics on processing times. • ORA has completed a round of internal training on policies and procedures. These trainings and job aids were available to campus Fall 2018.
• Ensure ORA administrative processes are efficient	**In Progress:** • ORA has revised several internal processes surrounding our PostAward functions. Specifically, Cost share, consortia, cash management, closeout and deficit monitoring. • ORA is in the early stages of performing an in-depth analysis of contracting processes.
• Explore Banner and other system capabilities	**In Progress:** • ORA has worked with the Controller's Office to redesign a process for paying participant support cost that lead to utilization of a function in Banner not used prior. • ORA is beginning to review the Banner Time and Effort module.

• Explore options to replace Cayuse	**In Progress:** • ORA is designing a custom to Mines software solution to replace Cayuse. This system will better fit Mines' business practices and research.
Research Support Structure • Ensure effective and efficient org structure to support research, expand administrative support in units, and enhance/provide Project management support/expertise	**In Progress:** • ORA has started designing a campus support model to expand and decentralize research services. Services will range from proposal, contracting and financial support.
Expand Library Journal Subscription • Expand the variety and access of journal subscriptions	**In Progress:** • Conversations with the library regarding how to better communicate journal subscriptions and funding needs has been initiated.
Research Funding Opportunities • Consider technologies to identify research opportunities	This recommendation needs further review and analysis before action is taken.
Enhance Financial Support/Resources • Consider Bridge Funding for faculty	This recommendation needs further review and analysis before action is taken.
• Review/Revise IDC policies	This recommendation needs further review and analysis before action is taken.

POLICY OVERVIEW

The Policy Team was tasked with developing recommendations regarding a policy governance structure at Mines that could help streamline and improve institutional policies.

Policies are governing principles that are formally approved to provide assistance in the conduct of institutional affairs and operations.

The findings were organized into two categories:

- Governance Structure
- Process

POLICY RECOMMENDATIONS STATUS

GOVERNANCE STRUCTURE	STATUS
A Recommended Governance Structure and process was created and recommended by the committee	In Progress: • This recommendation is in development.
The Policy Committee membership for the Standing Committee and Subject Matter Experts was recommended	In Progress: • This recommendation is in development.

PROCESS	STATUS
A Policy Committee Timeline for meetings and posting policies changes to campus was recommended	In Progress: This recommendation is in development.
A Public Comment Period criteria, timeline, and comments gathering and summary process was recommended	In Progress: This recommendation is in development.
Best Practices recommended that policies should be updated continually and reviewed for revisions every two years	In Progress: • This recommendation is in development. Work on reviewing and prioritizing policies is being done with the departments who own the policy.
Best Practices recommended that acknowledgement of receipt of the handbook should be completed at orientation	In Progress: • This recommendation is in development and is dependent on the activities of HR. Work is being done to coordinate with HR to have this part of the onboarding process.
Best Practices recommended that distribution and training of policies be addressed, as well as to assess training programs at the time of policy creation and revision	In Progress: • This recommendation is Part 1 of the Governance Board Structure process that was developed in 2016 and is ongoing.
A number of policies were identified for prioritized review	In Progress: • Policy language is being calibrated to ensure that policies are understood by the broadest audiences.
Please list any recommendations that were not addressed in this document	In Progress: • Work is being done to take out the procedural part of the policies and instead include a link with this information. • Goal: Two year process to have the policies accessible and transparent.
Sibson recommended creating a comprehensive, organized employment handbook for all employees	Not Implemented: • This recommendation is not being implemented since it would mean developing a third handbook and due to state policies and institutional faculty policies, the classified and faculty handbooks cannot be eliminated.

TECHNOLOGY OVERVIEW

A Technology Team was commissioned and has been working on completing the following tasks:

- Vision – where we're headed, our guiding direction
- Imperatives – identifying things we must get right to be successful
- Strategies – developing our plans for achieving the vision
- Execution – prioritizing our tasks, activities, investments and measures

The findings were organized into one category:

- Strategy

TECHNOLOGY RECOMMENDATIONS STATUS

STRATEGY	STATUS
Develop an IT Strategic Plan • Convene a new work group/committee	**Complete:** • Sibson Consulting worked with a smaller committee during fall 2018 to assist in finalizing the Strategic Plan.
• Create a roadmap and developing a plan using the imperatives that were previously developed	**Complete:** • Sibson Consulting and the smaller work group completed a roadmap in order to implement the Strategic Plan.
• Vet the plan with campus constituencies and solicit feedback	**Complete:** • Two Town Hall meetings were held in Fall 2018 to review the Strategic Plan and collect responses.
• Use this information to modify the plan	**Complete:** • Campus comments were integrated into the Strategic Plan and the document was submitted to the Executive Team.
• Publish the plan	**In Progress:** • The IT Strategic Plan was reviewed by the Executive Team in January 2019 and is currently being finalized.
• Execute the roadmap developing in the plan	**Pending:**

CULTURE OF EXCELLENCE OVERVIEW

The Culture Team was tasked with further identifying opportunities, developing recommendations regarding feasible ways to enhance the culture at Mines, and prioritizing these recommendations for implementation, utilizing the below methodology:

- Assess – Comprehensive review of the current state
- Design – Solutions for moving to the desired state
- Deliver – Implement solutions to achieve the desired state

The findings were organized into four categories:

- Diversity and Inclusion
- Human Resources and Work Issues
- Communications and Marketing
- Policy and Other Recommendations

CULTURE OF EXCELLENCE RECOMMENDATIONS STATUS

DIVERSITY AND INCLUSION	STATUS
Conduct a culture assessment/survey	In Progress: • The Diversity, Inclusion, and Access (DIA) Strategic Plan has a specific recommendation to conduct a formal culture/climate assessment and be repeated every two to three years.
Establish a formal diversity and inclusion strategic plan for the institution	In Progress: • The Diversity, Access, and Inclusion Strategic Plan was made available to campus for open comments at the end of January. Two town hall meeting were held for the campus to review and provide input. The Plan was unveiled at the kick-off event February 28 and March 1.
Elevate the culture within Guggenheim to be a more inviting environment	This recommendation needs further review and analysis before action is taken.
Ensure culture of change, innovation and risk-taking across all aspects of the institution	This recommendation needs further review and analysis before action is taken.

HUMAN RESOURCES & WORK ISSUES	STATUS
Elevate and empower Human Resources	In Progress: • HR will be developing a new strategic plan to address elevating and empowering this area. This will be reviewed by the new CHRO.
Create a consistent, seamless, and welcoming onboarding and orientation program	In Progress: • Planning work in HR has begun and will be a Spring 2019 project.
Develop flexible or work from home schedule opportunities	In Progress: • This issue is in the planning stage at HR. • HR is working on cross department work to re-write the draft policy for a formal program and guidelines for alternate work arrangements with numerous groups developing guidelines.
Develop a comprehensive and coordinated wellness/mental health program/initiative	This was addressed in the Human Resources Transformation section.
Ensure robust professional and career development for employees, including effective management training	This was addressed in the Human Resources Transformation section.
Ensure culture of change, innovation and risk-taking across all aspects of the institution	This was addressed in the Human Resources Transformation section.
Add employee convenience/concierge programs	This was addressed in the Human Resources Transformation section.
Assess and address compensation and benefits, including leave benefits	This was addressed in the Human Resources Transformation section.
Build a meaningful recognition and rewards program	This recommendation needs further review and analysis before action is taken.

COMMUNICATION, MARKETING, AND POLICIES	STATUS
OVERVIEW • The lack or/and ineffectiveness regarding campus communications and marketing at all levels was discussed in all seven areas. • The need for a VP of Communications and Marketing with an appropriately staffed office was recommended many times. • The current model is not working and affects such things as productivity, community building, recruiting/retention, and potential revenue generation.	In Progress • A new CMO has been hired, Jason Hughes. Jason will start March 1.
Identify and market institutional core values	In Progress: • The new CMO will develop these strategies.
Address internal communication challenges	In Progress: • The new CMO will develop these strategies.
Assess/redefine Mines' employer brand	In Progress: • The new CMO will develop these strategies.
Establish robust marketing function and ensure resources	In Progress: • The new CMO will develop these strategies.
Reduce the overall number and complexity of policies	This was addressed in the Policy Transformation section.

OTHER	STATUS
Continue to engage with local community and expand partnerships	This recommendation needs further review and analysis before action is taken.
Reduce silos and enhance levels of collaboration across different job categories	This recommendation needs further review and analysis before action is taken.
Pursue opportunities for non-traditional academic leadership structures	This recommendation needs further review and analysis before action is taken.
Ensure sufficient staffing levels and resources	This recommendation needs further review and analysis before action is taken.