

2015 DELTA Recipients



Karen Deering

In February 2013, Karen was asked to assist the Office of Capital Programs during a critical time as the unit was losing their training coordinator of many years. Karen embraced the opportunity to be of assistance and was assigned to Capital Programs 100% of her time.

While Karen brought with her years of knowledge and skills in learning development, the learning curve to become familiar with Capital Programs was intense. However, it did not take long for Karen to become an active member of the Capital

Program team and a key contributor to the success of their learning initiatives. Karen not only managed all aspects of the existing training programs, but was also proactive in finding opportunities for improvements, which resulted in customer satisfaction, operational efficiencies and savings to the University.

To show the savings of implementing her web-based training solutions, Karen created a document that compared the cost of existing instructor-led training with the cost of her web-based training, which showed an estimated \$168,000 in savings. Karen has definitely exhibited initiative and creativity that has resulted in increased use of training resources, improved operating efficiency in her unit, and significant savings of University resources.

Karen reached out to the campus construction units and created a "Training Team" with multi-campus, cross-functional members. She made a great impact by establishing these relationships with campus affiliated offices in an effort to understand needs and develop working partnerships. Karen has also demonstrated teamwork and support for others when partnering with subject matter experts within Capital Programs and other colleagues that work with her in the training initiatives. Karen has been described by colleagues as someone who strives to inspire and guide teams to successful outcomes.

Karen enhances the image of her organization, and the University, by embracing and demonstrating the OBFS guiding values and core behaviors. Karen has taken responsibility for every role she has played. She meets her commitments and has gained the trust and respect of colleagues and customers for her professionalism and reliability. Karen has willingly taken new responsibilities and adjusted to learning new operations, processes and systems to better serve her customers; as well as used innovation and creativity in her approach to meeting customer needs.





Carla Kuzian

Carla consistently meets the difficult challenges presented by multiple departments and directors with different management styles and demands. She handles multiple, complex projects simultaneously in a timely manner while maintaining excellent accuracy and a positive attitude. In fact, she excels in time management. She proficiently accomplishes her routine duties so she is always ready and willing to provide assistance to others on any type of project. Carla is the office's go to person for important administrative matters.

Carla has been a tremendous asset to the Tax department by taking it upon herself to create indexes and organize many years of research and resource materials. She has ensured that the department's records inventory and files are up-to-date and accessible. Her initiative in creating multiple indexes has vastly improved the Tax department's operating efficiency by providing quick access to research and resource materials from a variety of sources, including documents and communications dating back 20, 30, and even 60 years. Carla's excellent recordkeeping and creative suggestions to organize the Tax department's library have made it possible to locate the hard-to-find, often crucial information requested and needed by customers.

Carla does not need to be told what to do. She continually anticipates the needs of the Directors and employees in which she supports. She takes the initiative to address tasks that need to be completed. Her self-motivation is an inspiration to others within the Office of Treasury Operations.

As our operations and technology change, Carla has been at the forefront of staying current and in helping others to learn. She possesses broad knowledge of our operations and exercises good judgment.

Carla is devoted to running the office in a seamless manner, and all of her hard work has been instrumental in success at this goal. Every time Carla is presented with just another thing to do, she is always happy and willing to take on a new task, she can be trusted with anything, and we know she'll do a great job. She is most definitely one of those hard-to-find, self-motivated, model employees that always gives over 100%.





Debbie Peterson

If implementation of a major software upgrade was like orchestrating a complex symphony, Debbie would be the master composer and conductor of that symphony. She has a unique ability to weave together thousands of small details, get multiple teams to work together harmoniously, improvise around obstacles and make our organization's success look 'easy'.

What do software upgrades look like for Debbie? Well in 2014 she successfully coordinated thirty-five major software rollouts. Some of these are so complex that they intertwine with almost every AITS business process.

Upgrades involved hundreds of steps that have to be identified and coordinated with many departments. For example, the last Banner upgrade in November 2014 contained almost 300 steps, all of which had to be coordinated and executed in a specific order. Many of these steps could bring university business processes to a halt if mishandled. It is like a light switch, you expect it to work every time, but you know the one time it doesn't and Debbie has never let the lights go out. For example she worked 22 hours straight from Sunday at 3:00 am to Monday 1:00 am during the last Banner rollout to make sure it was stable and could be handed off to others.

Debbie developed and implemented a vision for many of AITS' technical processes and standards and in doing so improved the operating efficiency of the organization and its units. Some examples include a methodology for software and hardware rollouts, database development guidelines, database security processes, and change control process, to name a few.

Debbie can see the small veins on a leaf from 50,000 feet. She gets the big picture and has the uncanny ability to understand the minutest detail that could cause problems in the operation of computer systems. There is likely no one that understands the technical operation of Banner better than Debbie. In 2014, Banner, which all of the university relies on for some part of its operations, was operational 99.99% of the time except for planned outages. Debbie was instrumental in that success.

If you take a walk around the area where Debbie works you may see people outside her door waiting to talk with her. You will find sticky notes on the walls, files, doors as she makes notes during conversations. She is excellent at empathic listing. She first listens to understand the conversation, may make sticky notes, and then responds with thought provoking questions. She also clearly articulates next steps in her conversations so nothing is left to chance.

Anyone who's worked with Debbie understands the leadership and hands-on involvement she's provided in guiding and shaping AITS methodologies and best practices.





Elizabeth Schleef

One of Elizabeth's most crucial roles is the logging in of new inventions that OTM evaluates and considers protecting, marketing and licensing. A related task is critical in terms of identifying 'stat bars' or time limits that might negate the value of an invention so we need to act quickly to protect it. Timeliness is everything and Elizabeth doesn't miss a beat, along with all the other things she does.

Elizabeth is the person at OTM that the staff goes to first when they need anything. When we hire a new employee, it's Elizabeth that makes sure the computer and phone is set up when they arrive, and they have the necessary supplies.

When the business office is missing a document, or needs something pulled from years previous, she can generally find it in very little time. She is the person that knows how everything works, knows all the right contacts, and has years of experience in solving problems. Need a sixty pound box in San Francisco by tomorrow afternoon? Ask Elizabeth.

Elizabeth stays current with the operations of the office and technology. She often suggests improvements to OTM processes based on information she's gained from training or learning about system improvement, or new services being offered during meetings see attends. As she improves her own efficiencies, she seeks out more work such as volunteering to be the liaison to IT and facilities management. In her efficiency, and creativity she has managed to adapt and change and become well versed in the language of IT, finance, facilities, databases and more. You will find her adaptable and personable. She is good a building relationships across the functional areas within the University which has increased her capacity to do more than one person could normally do.

Elizabeth is one employee you never have to worry about because she always makes a good impression. Her cheerful personality and enthusiastic attitude stand out. Our department interacts with just about every department and college on campus at one point or another. It's not unusual when I tell somebody on campus where I work to hear, "Oh, you work with Liz!" Elizabeth was selected to be interviewed by the faculty and staff newspaper <u>Inside Illinois</u>. She was profiled in the "On the Job" feature where she talked about her role and long experience at the Office of Technology Management.

Liz Schleef is the kind of employee that managers and supervisors are always looking for, and very few ever find.





Marc Carlton

Marc Carlton has displayed outstanding leadership and direction in building the Business Process Improvement Shared Service (BPI) for the University of Illinois. His dedication to his employees and to the partnerships he has built have allowed him to create a first-rate service that is committed to improve processes and services at the University. Marc built the service from the ground up and has worked diligently to develop a culture of quality.

Marc helped to establish the Business Process Advisory Group made up of fourteen members from across all three campuses and University Administration. This group

provides overall guidance for the direction of the shared service as well as the selection and prioritization of improvement initiative proposals submitted by the university community. In FY14, under Marc's leadership, the BPI Shared Service completed 10 process improvement projects and 6 process analysis efforts, resulting in 84 recommendations for process improvement at 9 units within UIC, UIUC and University Administration. The potential return on investment for these efforts is valued at over \$8.1 million and potential time reduction of over 7,800 hours annually.

Marc and his staff trained 102 employees in process improvement concepts, tools and techniques, bringing the total trained to 387 since fall of 2011. Marc has been a true leader in all of these initiatives and he consistently strives to achieve and improve on all strategic goals.

Marc's unique approach to staffing has enabled him to lead a small team of direct reports and a larger virtual team of university people who are supporters of continuous improvement. He has also developed successful partnerships with the College of Veterinary Medicine and the Hospital and Health Sciences System to establish ongoing process improvement programs. In FY14 marc and his team engaged over 75 different units at the university to provide training, execute project work, or collaborate as process improvement shared service members.

Five of Marc's team members are completing the requirements for the Six Sigma Green Belt Certification. Currently two are working on their Six Sigma Black Belt Certification. Training and continuous professional development is part of the culture he created for his team. Marc furthers his education through participation in professional organizations at the state and national level.

Marc's work and dedication has significantly had a positive impact on the University. His leadership, knowledge, dedication and extremely diligent work ethic will allow him to continue to guide his team and to achieve high quality results.





Barb Welge

Barb Welge is a nationally recognized employee from the office of Planning and Budgeting. She has represented the University on national committees such as Governance and Data, Data Warehouse Institute Steering Team, and the Association of American Universities Data Exchange (AAUDE) Council to name a few. She is the recipient of their Distinguished Service Award for leadership with research institutions.

Here at the University, Barb's work with the Institutional Research team includes such topics as the analysis and reporting of university staffing trends, salary and compensation, enrollment statistics, student

outcomes, institutional characteristics and ninety of the most important academic metrics. This information is compiled into a dashboard for the Board of Trustees and executives of the campuses and administration from which they compare the data to benchmarked institutions, develop goals, and make decisions. Barb and her staff have worked for the Vice President for Academic Affairs and the campuses to develop an academic review dashboard. The accuracy and integrity of the reports she and her staff provide are vital to the Universities reputation.

Barb and her staff provided the university with analysis on proposed changes to the minimum wage, costs in pension shifts as well as the creation of a new supplemental benefit program. This information is critical to the discussion and planning for supplemental benefits programs for the retention of top faculty and staff. Bard and her staff increased production by incorporating these types of requests into existing resources without increasing costs to the university. This is particularly difficult since over the past decade the staff of Planning and Budgeting has been reduced by 50%.

Barb is sought out by campus research and other data-oriented offices for her input and guidance when developing creative solutions to complex reporting and analysis requirements. Recently, one of her former staff members returned from another institution in part because of the supportive and challenging environment that Barb provides. She encourages her staff to be active in state and national organizations such as the Association for Institutional Research, Offices of Admissions and Records at State Universities in Illinois and the Association of American Universities Data Exchange.

Barb Welge executes her research and analysis and supervisory responsibilities with the highest level of trust and integrity that would be difficult to duplicate. She and her team are relied upon for accurate, dependable data produced in a timely fashion.





UIC Purchasing – iBuy Team

The Chicago campus had multiple purchasing systems, some of which were difficult and not user-friendly. The UIC Purchasing iBuy project team collaborated with key stakeholders to address Chicago's needs by selecting iBuy as the preferred purchasing system for the campus. As the result of this project, over 80% of the Chicago campus

and the Hospital and Health Sciences System are using a single requisitioning system. UIC is working on initiatives to have virtually all of its requisitions entered into iBuy for FY16.

This project not only implemented the iBuy system for Chicago, it streamlined the requisitioning process from accessing 9 computer screens to 3 screens, created a new standing order form process and made adjustments to accommodate a longer hospital six digit organization code. The preparation to support the roll out included the reapplication of Service Desk Manager software to support individuals on the iBuy help desk. The team hosted over 20 training sessions to over 500 customers covering all three shifts of the hospital.

Communications is always an important element of everyday life and even more so with project work. The team's comprehensive communication plan provided for internal communication represented by weekly "huddles" to discuss and address day to day issues. These "huddles" created an environment of trust and collaboration. It enabled individuals to come forward with problems and solutions in a constructive atmosphere. The team met on a regular basis with the UIC Purchasing and the EAVP leadership team to manage expectations. Externally, the team provided opportunities for its customers to provide feedback and held regular communications with their stakeholders. Town hall meetings were conducted on a regular basis to keep as many people informed through personal contact.

In summary, the project team's success was rooted in constant collaboration – they worked together with their campus customer partners every step of the way. The team sought customer feedback throughout the process and at each key decision point to ensure that customer needs were being met. They also worked collaboratively with key stakeholders like BIS, AITS, and UPAY. Together they worked to achieve a common goal.

The team members responsible for this good work are:

- Mary Cooke
- Kevin Fair
- Rosemary Fowler
- Liliana Gutierrez
- Julia Kilgore
- Aaron Rosenthal
- Malgorzata Stanko
- Nicole Williams