

## Value Mapping Outlining the Process

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### Purpose

- Reevaluate and identify dept core functions
- Help reveal redundancies or duplications
- Connect work of each department and person to divisional and institutional goals
- Encourages depts to drive resource realignment
- Becomes new “Weave” report

### Goals

- What is the core function(s) of the department?
- Why do you exist?
- Keep them overarching, broad, can be related to the departmental mission, shouldn’t be things that all departments do -what’s unique in the function?
- Shouldn’t be too many – keep it manageable and high level
- Goals support the enterprise at the next level from the area being mapped
- Goals are “SMART” if you look at the value map as a whole because they will ultimately be specific, measurable, achievable, relevant, and time-bound by essence of completing the map.

### Strategies

- What do we have to do really well to meet or strive for the goals?
- Keep high-level – don’t get into the weeds of every minor strategy.

### Metrics

- How do you know you are doing those (strategies) really well?
- Doesn’t have to be every little metric. What are the high-level indicators that help a department head easily know if progress is being made or if adjustments need to be made?
- Metrics can be a yes or no

### Targets

- What is success?
- Doesn’t have to be annual incremental goals. Should be larger strategic targets
- Defined after goals, strategies, metrics, obstacles, and mitigations and will be tracked on a separate spreadsheet. Will include assigning targets to specific staff.

### Obstacles & Mitigations

- What things get in the way of being able to achieve the strategy?
- Remember – high level – not every little thing
- Of the obstacles that are more within our control, what can we do to mitigate the obstacle(s)?
- Can resurface as programs, services, or administrative functions in the program level value map

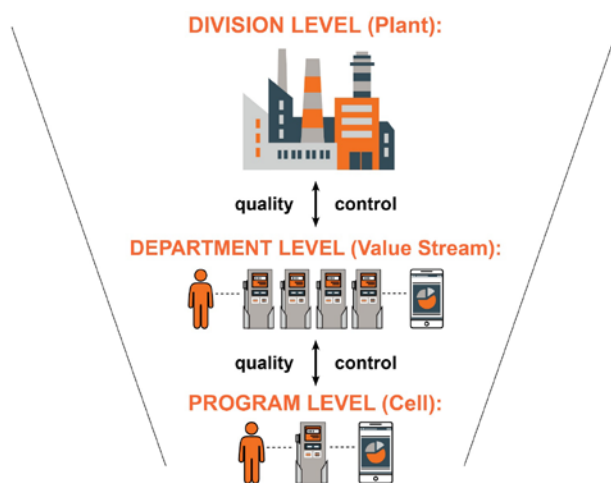
### Helpful Quotes from Dr. Frances Kennedy

- Measure to manage, not report.
- A goal of value mapping is to make things visible, so opportunities arise and become apparent

### Process Tips

- Stretch sessions over multiple weeks to allow for involvement, reflections, and adjustments
- In the future only one session may be necessary for value mapping
- One facilitator, one notetaker to keep up with discussions
- Use a Word document to track notes on a screen everyone can see
- Send Word document to participants as soon as the session ends
- Update Value Maps between sessions to make Word document visual and allow for connections
- Map goals to the division, Map strategies to goals, and map metrics to strategies

### Visual Representation to Help Departments with Strategic/High-Level and Operational Level



Source: Dr. Frances Kennedy,  
Special Assistant to the Provost for Academic Quality  
Improvement Process

There are metrics a manufacturing plant or our division is interested in examining to see if the division is on track in achieving its strategies and thus its core functions. Then, there are metrics that allow each value stream or student affairs department to see if the department is on track in achieving its strategies and thus its core functions. These metrics also help drive the division level metrics. Finally, cells or subunit level initiatives have their own metrics to see if the programs, services, and administrative functions are on track in achieving their strategies and thus core functions.

With each layer comes more specifics and granular information and the ability to drive and own quality through the division. This round of value mapping focused on the department level.

### Prepare for and Results of Annual Presentations

- Create a simple spreadsheet to allow departments to identify and prioritize programs, services, and administrative functions that support department strategies
- Identify programs, services, and administrative functions that will result in removing redundancies, creating efficiencies, and refocusing on things that directly contribute to strategies
- Receive direction from AVPs to inform program-level value mapping and financial plans
- Update quarterly quality dashboard template that will include metrics and ownership at each level