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Business to Academia: Taking Lean from Pella Corporation to Dordt College

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Business to Academia: Taking Lean from Pella Corporation to Dordt College

Abstract

Presentation from the Second Annual Siouxland Lean Consortium Conference held in Sioux City, Iowa, January 13, 2015,

Keywords

Pella Corporation, lean manufacturing, continuous improvement process, Dordt College

Disciplines

Business Administration, Management, and Operations | Higher Education



2015 Conference

**Business to Academia –
taking Lean from Pella Corporation
to Dordt College**

Dale Zevenbergen, MBA, CPA

Career Highlights (my own Journey with Lean)

Pella Corp – 17 years

- 1991 to 2000 Corporate Headquarters in Pella
 - Cost Accounting, Pricing, Cost Management, Plant Scheduling
- 2000 to 2006 Sioux Center Operations
 - Finance/Scheduling/Logistics, Production Management
- 2006 – 2008 Regional Sales Manager

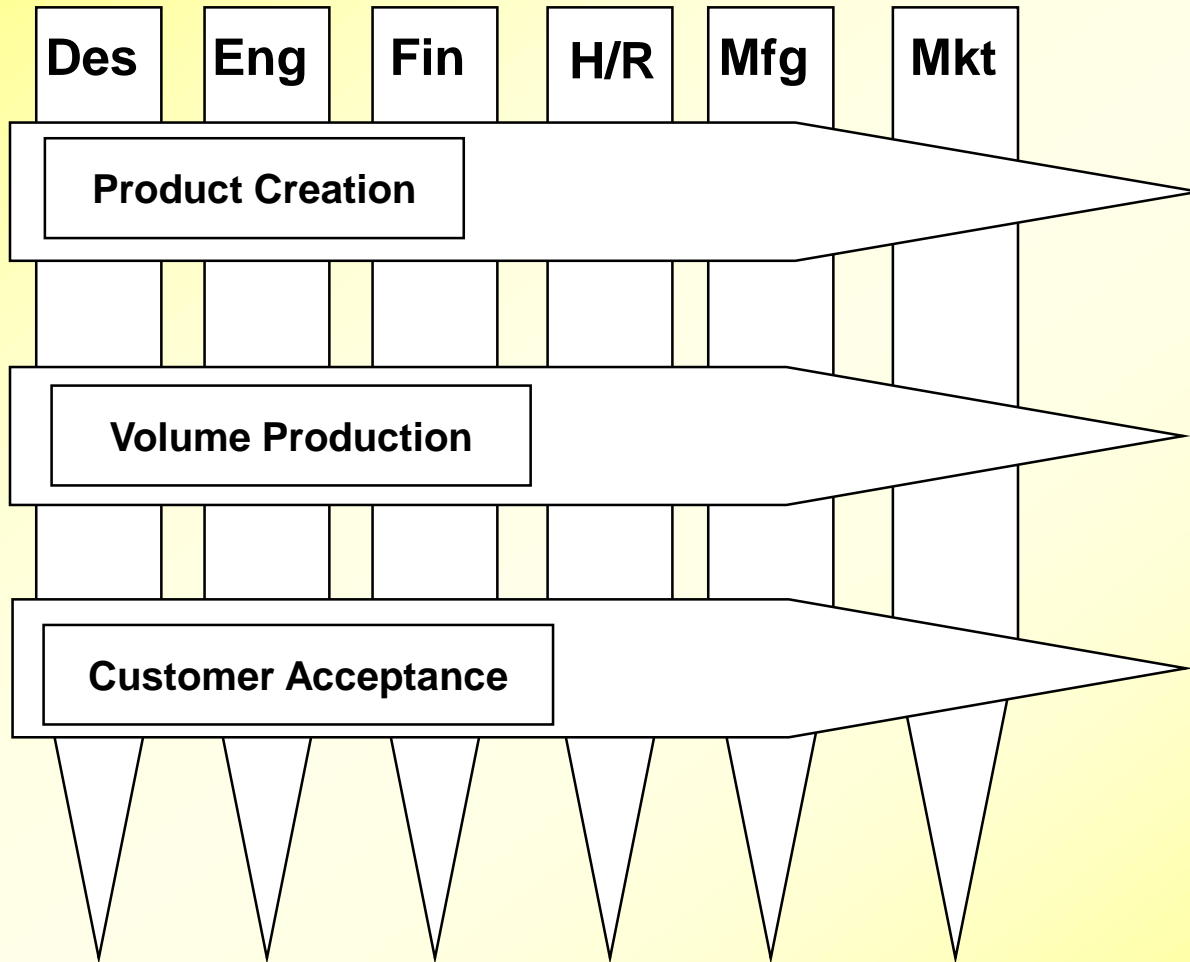
Dordt College – last 7 years

- Instructor of Business
- Development, Admissions, Faculty Athletics Rep
- Lean promotion and CI Facilitation – Within Dordt and as External Consultant

Passion for Lean throughout past 22 years



Process Management View



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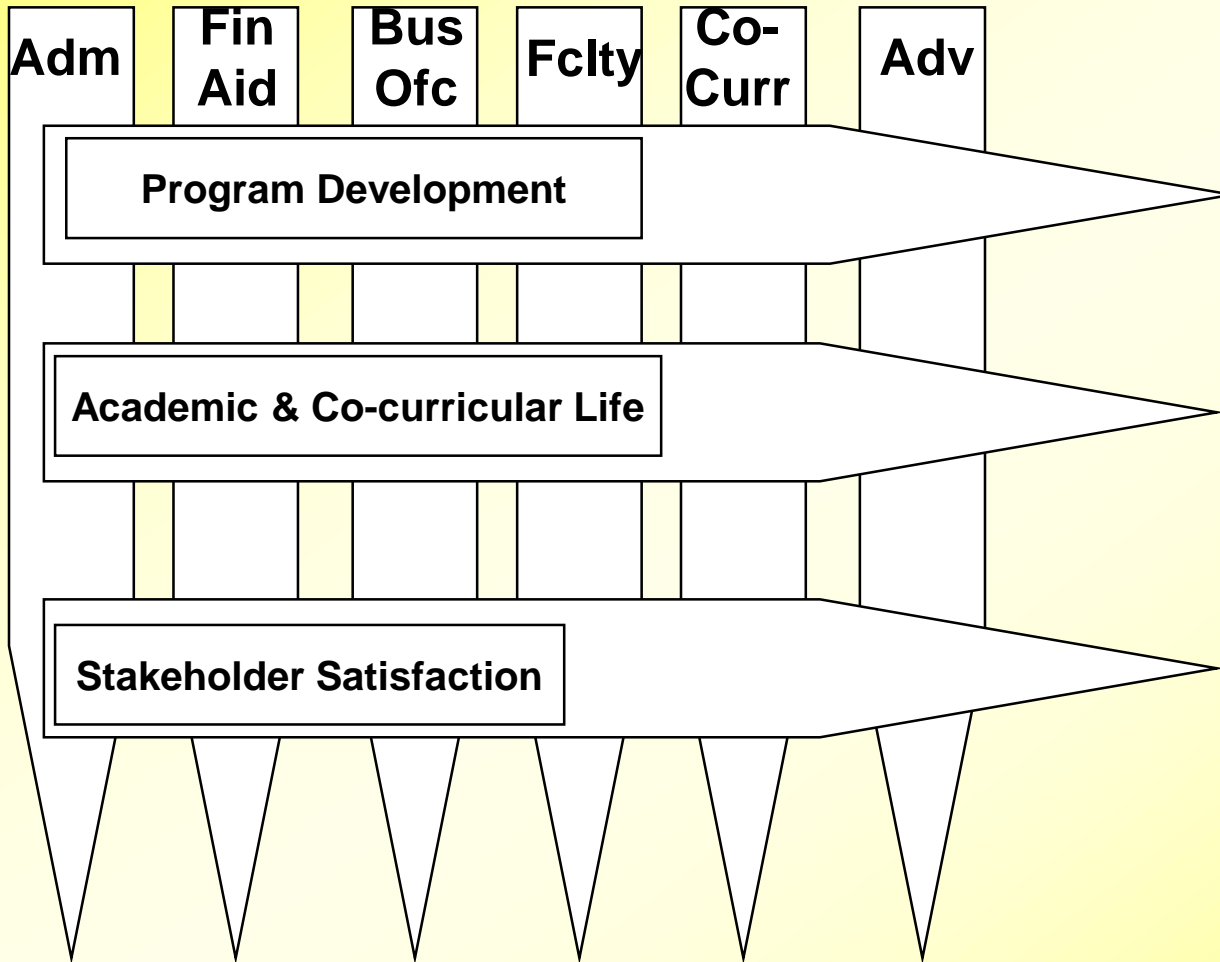
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Work is done in Processes, across Functions



Process Management View



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Organization Objectives (Soli Deo Gloria!)



“Process” Perspective

- Products and services are delivered to customers through a series of work **processes**, not as the result of any **one** function.
- We must maintain a **process** view of our organization.





Making the Leap...

Applying Lean/CI in an Academic Environment

- Work is still accomplished in processes
- And these processes can still be improved
- Good People, Bad Processes
- Keeping it simple – VSM, BPK, small scope





External Focus

Identify “customers” / Stakeholders of the process

External first, and Internal too

What are their Needs / Wants?



This exercise has really helped re-orient the focus



Waste Elimination - Muda

Value Adding Activity

An activity that transforms or shapes raw material or information to meet customer requirements.


Non-Value Adding Activity

Those activities that take time, resources or space, but do not add value to the product itself.

“Waste (*“muda” in Japanese*) is “anything other than the minimum amount of equipment, materials, parts, space, and worker’s time which are absolutely essential to add value to the product.”



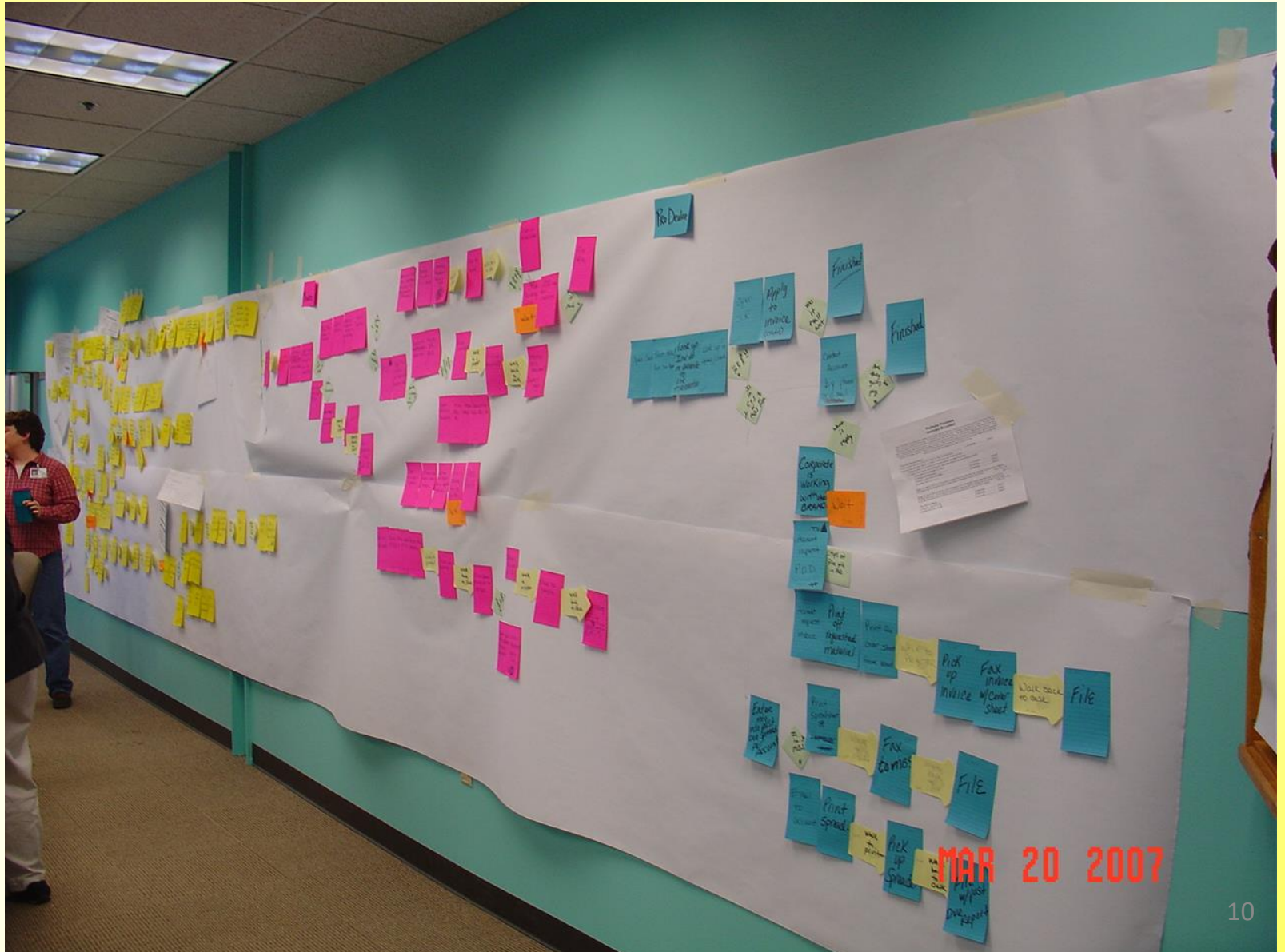
Purpose/Scope/Objectives Paper

1		DORDT COLLEGE		
2		Continuous Improvement		<i>PSO</i>
3	Camps - Front End Processes - Improvement Event			
4	<u>Date:</u>			
5	November 5, 2014 - 12:30 to 5:00 pm			
6				
7	<u>Objective:</u>			
8	Document and improve the front end processes related to Academic and Co-curricular camps			
9				
10				
11	<u>Scope:</u>			
12	All activities involved in the promotion, registration, and payment of Dordt College camps			
13				
14	<u>Goals:</u>			
15	1	Develop a map of the current process		
16				
17	2	Identify customers and document their needs		
18				
19	3	Identify areas of opportunity, prioritize projects and develop go-forward plan		
20				
21	4	To train Dordt faculty and staff in the principles of Lean and Continuous Improvement, and provide an experience on a real project.		
22				
23	<u>Outcomes:</u>			
24	1	Current State Map to benchmark from for improvements		
25				
26	2	Customers and Needs documented		
27				
28	3	Implementation plan with projects assigned		
29				
30	4			
31				



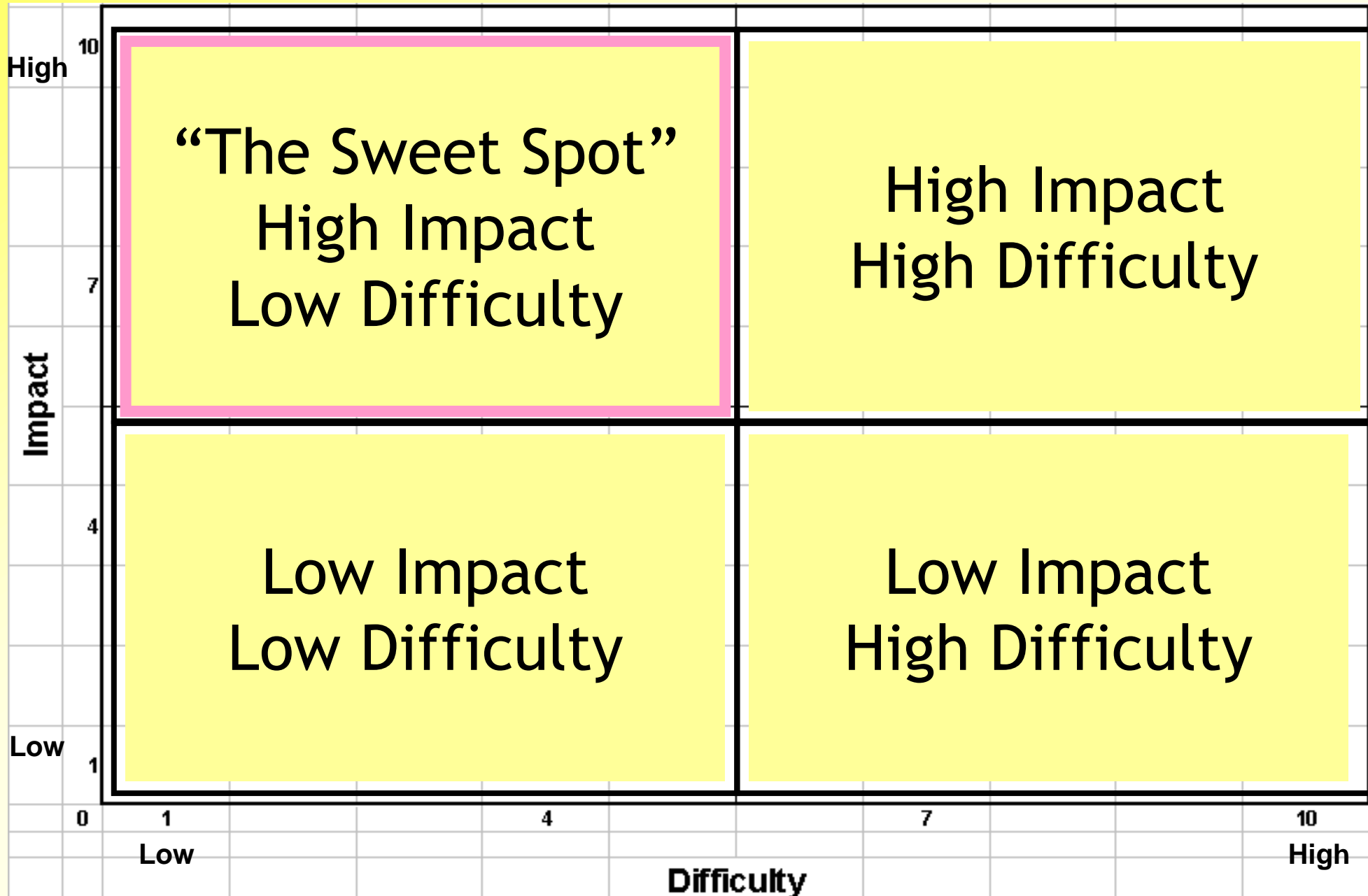
Process Mapping

“become the item”



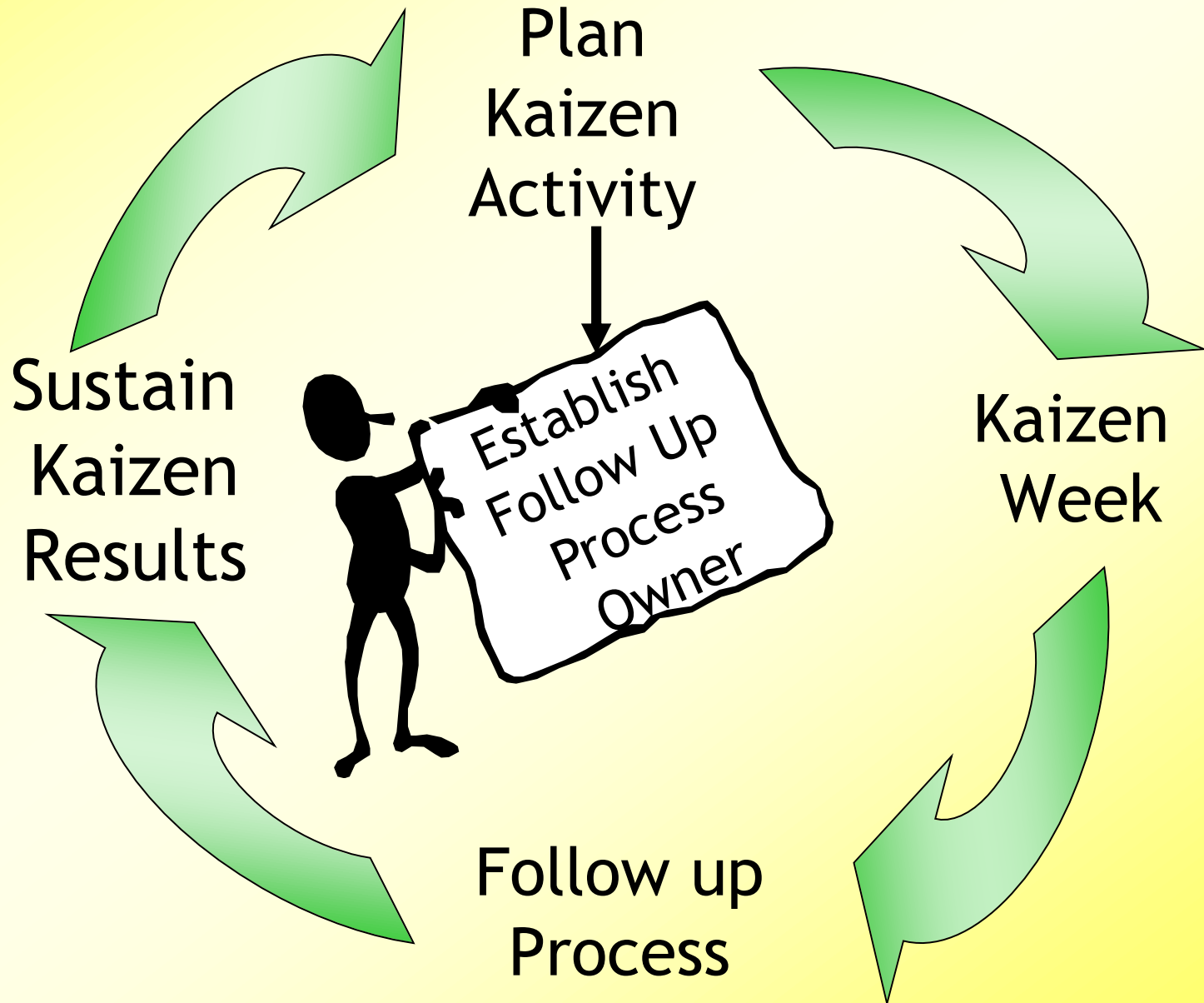


Impact/Difficulty Matrix





Business Process Kaizen Cycle of Success





Lean/CI at Dordt

Accreditation Process now has a Lean/CI feel

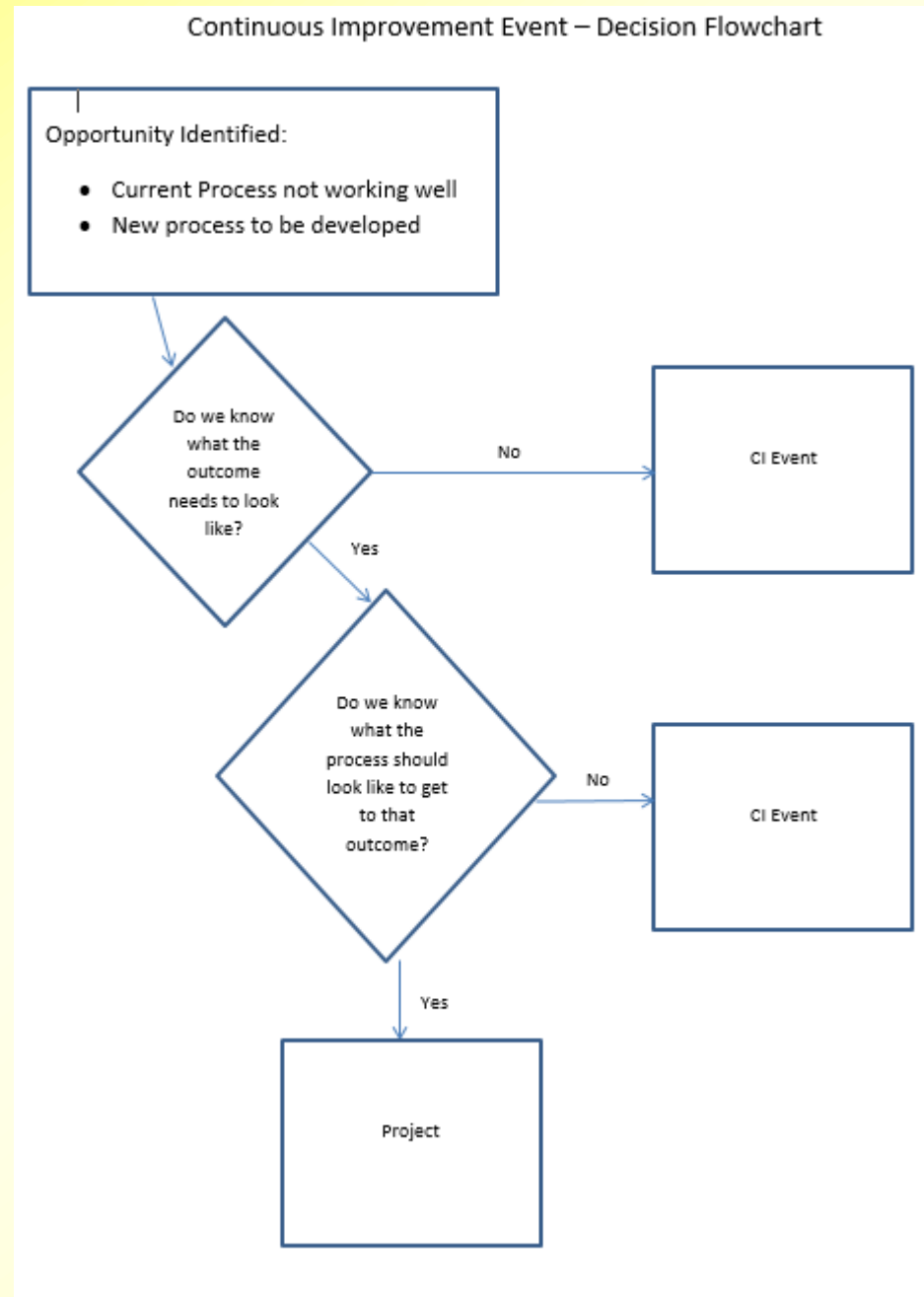
Administrative Cabinet identifies opportunities

5-6 VSM / BPK Events per year





Opportunity Identification





Lean/CI at Dordt

Dordt's journey so far:



- 24 Events over past 5 years, some examples:
 - Financial Aid Communication
 - Athletics Mission/Vision/Objectives
 - Library new item selection & fulfillment
 - Bookstore – Textbook requisition & availability
 - Admissions – several events
 - Camps – Registration process
 - Business program benchmarking



Lean/CI at Dordt

Lessons learned in making “The Leap”

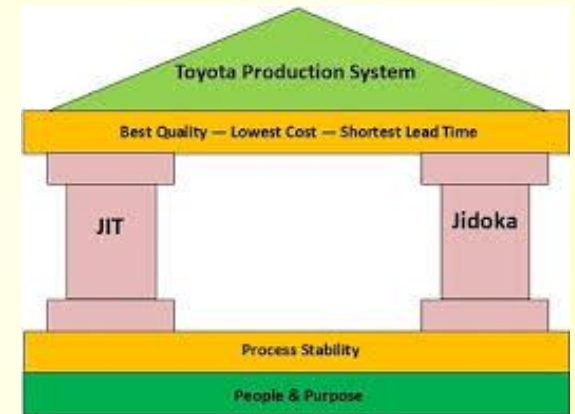
- Processes, People, Desire to improve still the same
- Culture matters
- Support and Prioritization
- Scheduling is a challenge
- Keep the scope small and build momentum with “wins”





Lean Education at Dordt College

Introducing Lean to Students



Primarily Business, some Engineering Majors

- Production and Operations Management course
- Lean Management (1 credit course)
- Participation on events where appropriate
- Ideas from 2013 Lean Educator Conference at OSU



Lean Education at Dordt College

Your feedback please...

What do you want new grads in Business or Engineering to know about Lean?



Challenge for you...

Guest speaker? Adjunct?

Consider making a move to Higher Ed