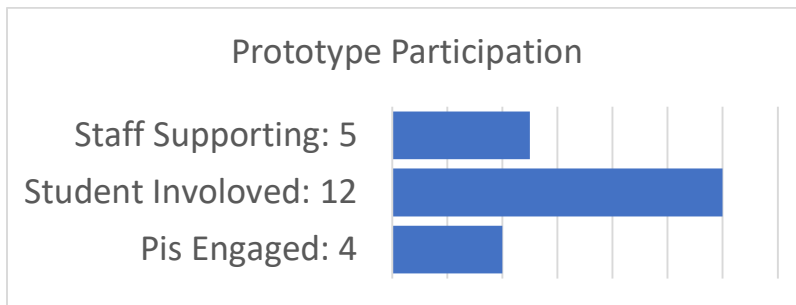
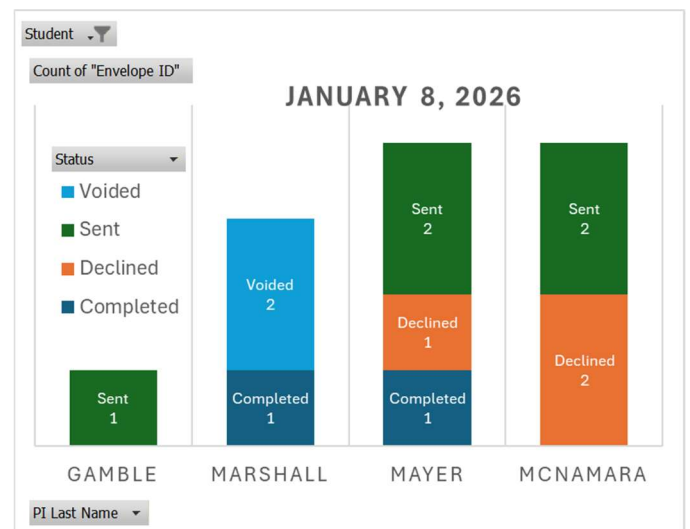
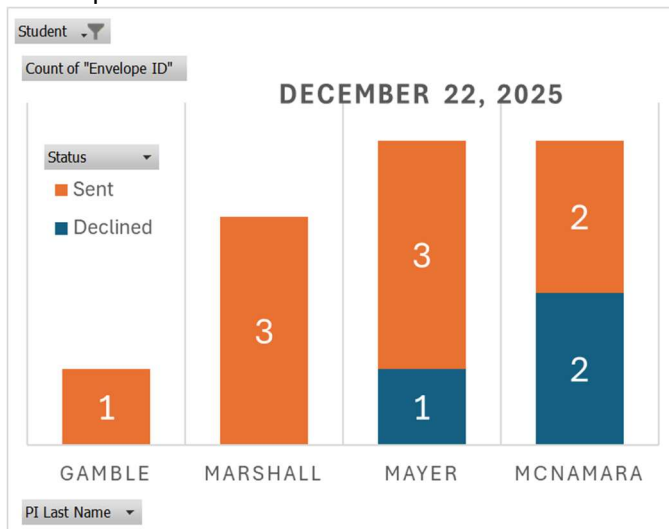

THE KAIZEN CHRONICLE • December 2025 Edition

Welcome to this month's issue! In this edition, we spotlight the launch of our Graduate Student Tuition Support pilot, share early wins and lessons, and preview what's coming next in our Lean journey.

This Month by the Numbers



Envelope Status:



LEARNING CAPTURED

Critical Process Gaps Identified: 1 (funding eligibility)

Communication Improvements Made: 1 (work instruction clarity)

Survey Responses Collected: Ongoing

Key Discovery: 100% of first submissions revealed eligibility communication gap—excellent early learning!

SPOTLIGHT: The Power of Prototyping

What happened: Within the first week of the Graduate Student Tuition Support prototype launch, the team discovered that several envelopes were submitted for students funded by endowment, gift, or university fellowship accounts—not grants. The prototype is designed specifically for grant-funded students (accounts starting with "7").

Who made it happen: Brooke Mayer, Chris Marshall, Tony Gamble and Patrick McNamara participated as early adopters, submitting forms for their students. Julie Knox caught the pattern during Post Award review. Anita Manogaran (ORSP) provided instrumental support in prototype infrastructure development.

The learning: This wasn't a failure—it was exactly what prototypes are designed to reveal. The team uncovered a critical weakness in work instructions and communication before scaling to the entire university. Julie's immediate response modeling transparent learning: "We discovered a weakness in our communication... Thank you for helping us surface this."

Why it matters: This exemplifies kaizen in action: small-scale testing surfaces issues early when they're easiest and cheapest to fix. The team now has clear data to improve eligibility communication before broader rollout, preventing dozens of future misrouted requests.

What we learned

- **We discovered** that initial envelopes included non-grant funding sources (endowment, gift, fellowship accounts), **which taught us** our work instructions lacked clarity about eligibility criteria, **leading us to** revise communication to explicitly state "grant accounts starting with '7' only" for next iteration.
 - **We discovered** that experiencing the form as a student provides invaluable perspective, **which taught us** that preview walkthroughs help PIs anticipate student questions, **leading us to** standardize "PI-as-student" preview as part of our implementation approach.
 - **We discovered** that 7-day automated hold periods create natural checkpoints, **which taught us** we can design deliberate pauses for learning rather than rushing to completion, **leading us to** build measurement opportunities directly into workflow design.
 - **We discovered** that tracking individual envelope progress provides transparency, **which taught us** that naming specific students and status creates accountability and engagement, **leading us to** maintain detailed status updates in team communications.
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Pictures from the GEMBA

STUDENT LEAD SUPPORT FORM
Office of Research and Grant Programs
Baltimore Fall 18
<http://www.marquette.edu/orgp>

INSTRUCTIONS: Complete this form to request tuition credits to be paid to a student from a grant. Email the completed form to postward@marquette.edu.

SECTION 1: STUDENT INFORMATION

Student's Last Name _____ First Name _____ Middle Initial _____
MUID _____

Student Status: ☐ Graduate ☒ Undergraduate ☐ Law School ☐ Dental School

SECTION 2: PRINCIPAL INVESTIGATOR INFORMATION

PI's Last Name _____ First Name _____ Middle Initial _____
Grant Sponsor _____ Grant Start and End Dates _____

Charge To:	FALL	SPRING	SUMMER
Continuation Course - Yes=100	<input type="text"/>	<input type="text"/>	<input type="text"/>
Credits or \$	<input type="text"/>	<input type="text"/>	<input type="text"/>
Cost Share ORSP	<input type="text"/>	<input type="text"/>	<input type="text"/>

Principal Investigator's Signature (or Authorized Signer) _____ Date _____
Form Completed By (if different than signer) _____ Phone Ext. _____ Date _____

SUBMIT COMPLETED FORM TO postward@marquette.edu

ORSP Use Only
Item Type _____
Award Letter On _____
Posted to Student Account _____
Comments _____

*** This form is designed to allow PIs and Authorized Signers to request multiple semesters of credits during the current academic year only. In the event credits have been applied to a student account and they do not work on your project, the PI must come ORSP to have those credits reversed.

Download Enrollment Form: [V:\ORSP\2020-2021\BGA\RCAMP\ENRPF](#)

MARQUETTE UNIVERSITY **BE THE DIFFERENCE.** **Grant-Funded Tuition Support Request**

Section 1 - PI has offers tuition support for the upcoming semester
Prepared by: Felicitous Faculty 1/8/2026
Academic Year: 2025-2026
Term: Spring

Section 2 - Student Enrollment Details Complete this section only after you have finished all course registrations and made any changes. Confirm your final schedule—accurate details are required to process your tuition support. Financial transactions will begin once this step is complete, so act promptly to avoid delays.

Student
email: julia.knox@marquette.edu
MUID: DD1234567
College / School: College of Arts and Sciences
Number of Credits I have registered for: 3
[I plan to register for more credits >](#)

You're not ready to complete this form yet. Here's what to do:
1. In the top right corner, click the dropdown arrow next to Finish and select Finish Later to save your progress.
2. Complete your course registration in Checkmate!
3. Return to this page to review and send your registration to Finance to submit this request.

I need to maintain full-time student status <
select...
I'm enrolled in a Continuation Course.

Add notes or clarification (optional)

Charge	POST AWARDED	Verify results (check later)
1 st Tuition Main Grant Account	21554 2 credits 2800	2800 Matches
2 nd Univ. Tuition Share	5600	5600 Matches
3 rd Continuation Fee Main Grant Account	71754 100	100 Matches
4 th Grad School Fee Main Grant Account	71754 200	200 Matches
5 th	0	N/A
	8,700 12/22/2025	8,700 1/8/2026
Statement about PI approving charges (Spouse/Keeper)	Brenda Hauer 1/8/2026	Processed as expected 1/8/2026

Evaluating the Original Form

Guide student through form

Final form shows:

- PI request
- ORSP submission
- What was paid



Future Kaizen: Coming in 2026

Building on the graduate tuition support pilot, we're planning an **expanded kaizen arc** that moves from form improvements to whole-process transformation:

Q1 2026 Candidates:

- Grant Expenditure Transfer Form
- Budget Transfer Form

The Arc Approach: Each kaizen builds internal capability while expanding lean methodology across post-award grant administration. The goal isn't just better forms—it's building a culture where anyone can identify and improve processes.

Want to nominate a process? Contact **Julie Knox** with processes where:

- Handoffs create confusion
- The same questions get asked repeatedly
- You find yourself saying "it's always been done this way"
- Technology creates work instead of eliminating it

Lean in Daily Work

Micro-improvements happening right now:

Julie Knox applied kaizen thinking to eligibility communication by immediately revising work instructions when the pattern emerged—no waiting for "the next big meeting," just rapid iteration based on data.

Brooke Mayer, Chris Marshall, Tony Gamble, Patrick McNamara volunteered to experience the form as students before their graduate students received it—practicing "go to gemba" by actually doing the work to understand customer experience.

The Team collectively chose to process each envelope separately rather than batching, allowing individual learning from each case—applying "stop and fix" mentality to prevent defects from multiplying.

These aren't grand gestures—they're daily applications of lean principles that compound into transformation.

On the Horizon

Active Prototype Status:

Student	PI	Status	Next Action
Maryam	Brooke Mayer	Awaiting charges	ORSP enters CheckMarq
Sally	Brooke Mayer	On hold (7-day)	ORSP verifies payment
Veronika	Patrick McNamara	On hold (7-day)	ORSP verifies payment
Sarah	Tony Gamble	On hold (7-day)	ORSP verifies payment
Jessica	Patrick McNamara	Needs New Account	ORSP enters CheckMarq

Coming in January:

- Revised work instructions tested with next wave
- Survey response analysis compiled
- Planning session for next kaizen event in the arc

Get Involved: Interested in participating in future kaizens or piloting improved processes? Contact **Julie Knox** at julie.knox@marquette.edu

YOUR VOICE MATTERS

Questions? Observations? Ideas?

Contact **Julie Knox** | Process Improvement Analyst, IT Services
julie.knox@marquette.edu

This is your transformation too. Every question asked, every issue surfaced, every insight shared makes the process better for everyone who comes after.

"Those who are not dissatisfied will never make any progress." — **Shigeo Shingo**

THE KAIZEN CHRONICLE is published monthly by MU POST (Marquette University Post-Award Grant Administration) lean transformation initiative.

From the Field

Our pilot is off and running! Early adopters dove in, and their feedback surfaced a critical communication gap. Thanks to rapid iteration, we clarified eligibility and prevented future missteps. This is kaizen in action—small tests, big learning!
