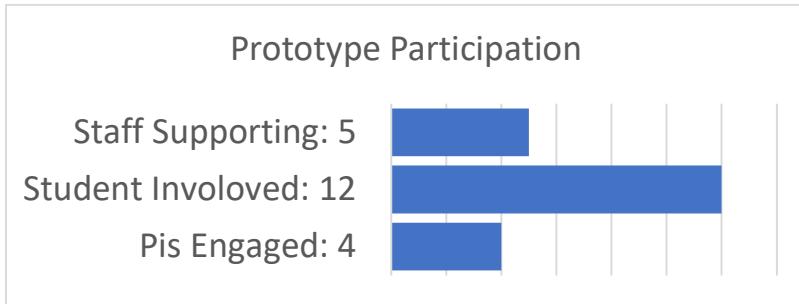
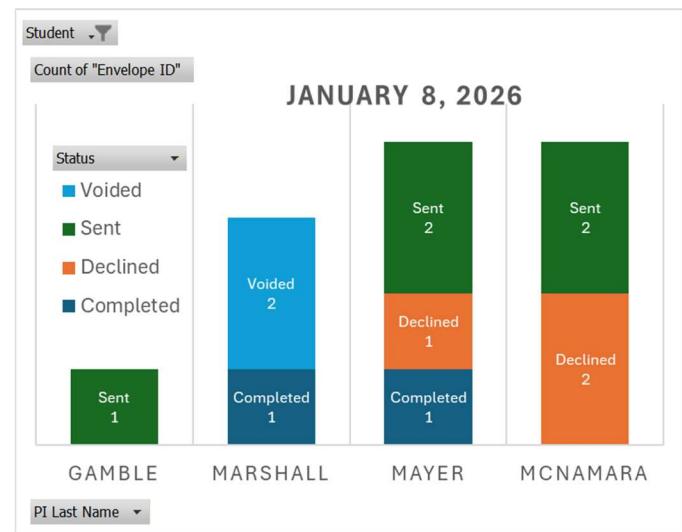
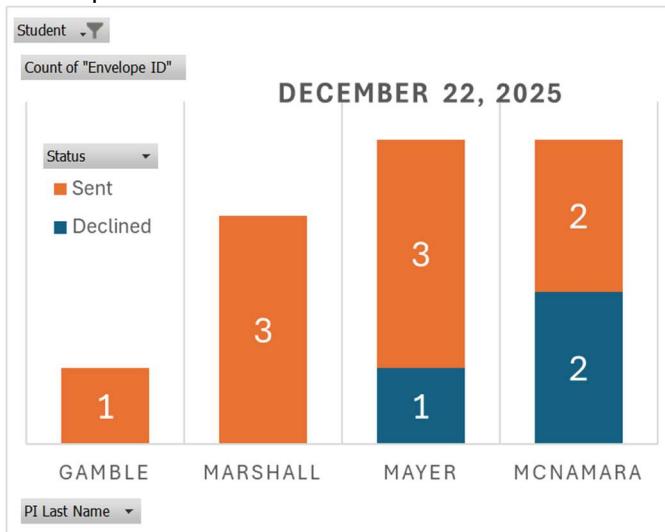

THE KAIZEN CHRONICLE • December 2025 Edition

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.

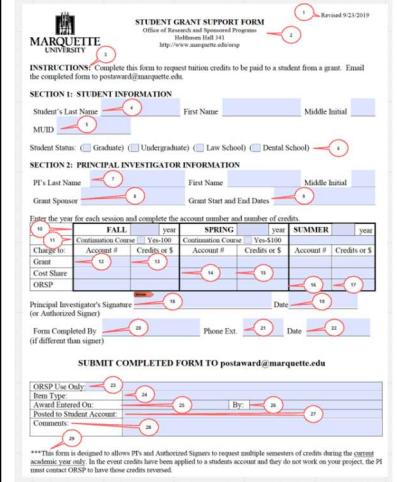
The learning: This wasn't a failure—it was exactly what prototypes are designed to reveal. The team uncovered a critical weakness in work instructions and communication before scaling to the entire university. Julie's immediate response modeling transparent learning: "We discovered a weakness in our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

Pictures from the GEMBA

 <p>STUDENT GRANT SUPPORT FORM Office of External Sponsor Programs Holmes Hall 141 http://www.marquette.edu/osp</p> <p>1 Revised 9/23/2019</p> <p>SECTION 1: STUDENT INFORMATION Student's Last Name _____ First Name _____ Middle Initial _____ Student Status: () Graduate () Undergraduate () Law School () Dental School () MUD: _____</p> <p>SECTION 2: PRINCIPAL INVESTIGATOR INFORMATION PI's Last Name _____ First Name _____ Middle Initial _____ Grant Start and End Dates _____ Grant Sponsor _____</p> <p>Enter the year for each session and complete the account number and number of credits.</p> <table border="1" data-bbox="225 502 567 713"> <tr> <td>FALL</td> <td>SPRING</td> <td>SUMMER</td> </tr> <tr> <td>Charge to _____ Account # _____ Credits or \$ _____</td> <td>Charge to _____ Account # _____ Credits or \$ _____</td> <td>Charge to _____ Account # _____ Credits or \$ _____</td> </tr> <tr> <td>Grant _____ Account # _____ Credits or \$ _____</td> <td>Grant _____ Account # _____ Credits or \$ _____</td> <td>Grant _____ Account # _____ Credits or \$ _____</td> </tr> <tr> <td>ORSP _____ Account # _____ Credits or \$ _____</td> <td>ORSP _____ Account # _____ Credits or \$ _____</td> <td>ORSP _____ Account # _____ Credits or \$ _____</td> </tr> </table> <p>Principal Investigator's Signature (or Authorized Signer) _____ Date _____ Form Completed By _____ Phone Ext. _____ Date _____</p> <p>SUBMIT COMPLETED FORM TO postaward@marquette.edu</p> <p>ORSP Use Only: _____ Item Type: _____ Award Entered On: _____ Posted to Student Account: _____ Comments: _____</p> <p>**This form is designed to allow PI and Authorized Signers to request multiple numbers of credits during the current academic year only. In the event credits have been applied to a student's account and they do not work on your project, the PI must contact ORSP to have these credits reversed.</p>	FALL	SPRING	SUMMER	Charge to _____ Account # _____ Credits or \$ _____	Charge to _____ Account # _____ Credits or \$ _____	Charge to _____ Account # _____ Credits or \$ _____	Grant _____ Account # _____ Credits or \$ _____	Grant _____ Account # _____ Credits or \$ _____	Grant _____ Account # _____ Credits or \$ _____	ORSP _____ Account # _____ Credits or \$ _____	ORSP _____ Account # _____ Credits or \$ _____	ORSP _____ Account # _____ Credits or \$ _____	 <p>Document Envelope ID: 110D7E9F-40C-43D-BE4-EC4A9F550DF</p> <p>MARQUETTE UNIVERSITY BE THE DIFFERENCE. Grant-Funded Tuition Support Request</p> <p>Prepared by: Fidibus Faculty 1/8/2026</p> <p>Section 1 - PI offers tuition support for the upcoming semester Academic Year: 2025-2026</p> <p>Section 2 - Student Information Complete this section only after you have finalized 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.</p> <p>Student Sample Student julia.knox@marquette.edu 201234567 College of Arts and Sciences</p> <p>Graduate Student Personal details email _____ MUD: _____ College / School: _____ Number of Credits I have registered for _____</p> <p>Confirm Tuition Support I plan to register for more credits. _____ I am not registered for any courses. _____ I am not registered for any courses, but I am requesting FT status, if needed. _____ I am not registered for any courses, but I am requesting FT status, if needed. _____</p> <p>Waiver through courses I am requesting FT status, if needed. _____</p> <p>Registered for >7 credits I need to maintain full-time student status. _____ I need to maintain part-time student status. _____ Add notes or classification (optional) I am enrolled in a Continuation Course _____</p>	<p>Section 4 - Specific Charges</p> <table border="1"> <thead> <tr> <th>Charge</th> <th>POST AWARD</th> <th>Verify results (next step)</th> </tr> </thead> <tbody> <tr> <td>1st Tuition Main Grant Account</td> <td>71754 2 credits</td> <td>2600 2600 Matches</td> </tr> <tr> <td>2nd Univ. Tuition Share</td> <td>5600</td> <td>5600 5600 Matches</td> </tr> <tr> <td>3rd Continuation Fee Main Grant Account I approve charging Continuation fees to this account</td> <td>71754</td> <td>100 100 Matches</td> </tr> <tr> <td>4th Grad School Fee Main Grant Account I approve charging GradSchool fees to this account</td> <td>71754</td> <td>200 200 Matches</td> </tr> <tr> <td>5th</td> <td>0</td> <td>N/A</td> </tr> </tbody> </table> <p>Statement about PI approving charges Brooke Mayer 12/22/2025</p> <p>12/22/2025 8,700 8,700 1/8/2026</p> <p>BB Processed as expected</p>	Charge	POST AWARD	Verify results (next step)	1 st Tuition Main Grant Account	71754 2 credits	2600 2600 Matches	2 nd Univ. Tuition Share	5600	5600 5600 Matches	3 rd Continuation Fee Main Grant Account I approve charging Continuation fees to this account	71754	100 100 Matches	4 th Grad School Fee Main Grant Account I approve charging GradSchool fees to this account	71754	200 200 Matches	5 th	0	N/A
FALL	SPRING	SUMMER																														
Charge to _____ Account # _____ Credits or \$ _____	Charge to _____ Account # _____ Credits or \$ _____	Charge to _____ Account # _____ Credits or \$ _____																														
Grant _____ Account # _____ Credits or \$ _____	Grant _____ Account # _____ Credits or \$ _____	Grant _____ Account # _____ Credits or \$ _____																														
ORSP _____ Account # _____ Credits or \$ _____	ORSP _____ Account # _____ Credits or \$ _____	ORSP _____ Account # _____ Credits or \$ _____																														
Charge	POST AWARD	Verify results (next step)																														
1 st Tuition Main Grant Account	71754 2 credits	2600 2600 Matches																														
2 nd Univ. Tuition Share	5600	5600 5600 Matches																														
3 rd Continuation Fee Main Grant Account I approve charging Continuation fees to this account	71754	100 100 Matches																														
4 th Grad School Fee Main Grant Account I approve charging GradSchool fees to this account	71754	200 200 Matches																														
5 th	0	N/A																														
Evaluating the Original Form	Guide student through form	Final form shows: <ul style="list-style-type: none"> - 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!
