

The background is a dark, abstract composition of various geometric and organic shapes. At the top, there are several large, light blue, faceted polyhedral shapes. To the left, a cluster of green, translucent, grid-like structures is visible. In the center, a thin, branching structure with red and white nodes extends upwards. Below the main title, there are several yellow and white wireframe structures, some resembling architectural plans or complex networks. A green, multi-faceted shape is positioned near the center-bottom. On the right side, there are clusters of purple and white dots, some forming a star-like pattern. The overall aesthetic is modern and technical.

UNIVERSITY OF TWENTE.

LEAN ACCREDITATION AS A MEAN TO COME TO AN CONTINUOUS IMPROVING ORGANISATION

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UNIVERSITY
OF TWENTE.

HIGH TECH HUMAN TOUCH

- Combining technical and social sciences to make a difference in society
- Most entrepreneurial university
- Cross-disciplinary way of working
- Internationally oriented

- Innovative and vibrant campus
- Engineering approach to social challenges
- Core technologies:
Nanotechnology, Biomedical Engineering, IT, Robotics, Geo-informatics
- Highly personal education
- Track record in value creation

LIVING SMART
CAMPUS



UNIVERSITY OF TWENTE AT A GLANCE



TOTAL NUMBER OF STUDENTS ENROLLED
2020: 12,544

12,903



NUMBER OF FIRST-YEAR STUDENTS (BSC + MSC)
2020: 4,465

4,676



PERCENTAGE OF INTERNATIONAL STUDENTS
2020: 32

33



NUMBER OF DIPLOMAS ISSUED
BACHELOR: 1,532 - MASTER: 1,738

3,270



NUMBER OF PHD GRADUATES
2020: 184

206



NUMBER OF PDENG GRADUATES
2020: 19

14



NUMBER OF REFEREED SCIENTIFIC PUBLICATIONS
2020: 2,548

2,706



NUMBER OF EMPLOYEES
3,363 FTE

3,813



ANNUAL BUDGET (IN MILLION EUROS)
2020: 368.6 MILLION EUROS

401.8

Core of our strategy: Shaping 2030
To make Impact

How:
Knowledge
Institutes

**Reduce administrative burden/
flawless execution of processes**

JOSÉ FRANKEN



UT assignment 2015: We need you, succes!

- Computer Science (Alumnus University Twente)
- 1989 t/m 2003: IT carrière, projectlead, CIO
- 2003 – heden: Lean consultant
 - 2003-2007 Saralee/Stegeman
 - 2008-2015 Franken Lean Advies and Coaching (consultant/coach/trainer/examiner)
 - 2015- heden Universiteit Twente (+ FrankenLAC)
- Role at University Twente
 - Programmamanager continuous improvement
 - UFO coördinator
 - PhD position (3rd year, teams in problem solving)
 - Board member Lean in Higher Education NL& B

University of Serious Improvers

UNIVERSITY
OF **SERIOUS**
IMPROVERS.

UNIVERSITY
OF TWENTE.

AT MY START AT THE UT

- First group 12 employees started a lean training
- 2 other training groups were scheduled
- Presentation of the participant results was planned
- Planned to make a video:

University of Serious Improvers

CHARACTERISTICS OF THE ORGANISATION TO WORK WITH

Gemba walk

- Lean, that's a management hype, we do not need that
- Science is innovation, not standardization
- Amazing fast thinkers - Amazing slow implementations
- No joint perspective what to improve (hully and zully)
- Dual organization – faculty and services. No clear line of command
- We teach change and leadership – what can we learn from a staff member
- We do not have any problems, but our neighbours have
- Shall I send you my study why lean does not work at the UT
- Stubborn!

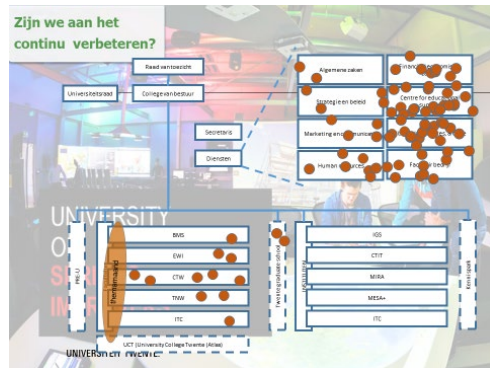
- Curious for new knowledge
- Fast theoretical learners
- We value diploma's
- We can find our knowledge (risk?)
- People organisation (Alumnus is a pré)
- We value the curiosity and ideas of our students



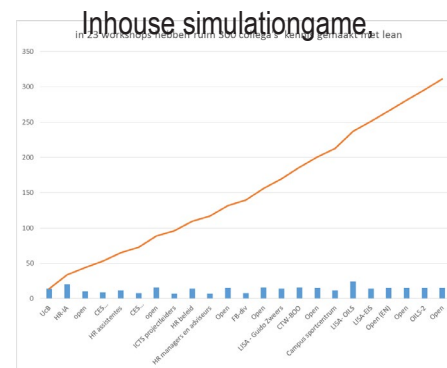
UT JOURNEY STARTED BASED ON 4 PILLARS

STATUS APRIL 2016

Improvements



One lean language



Develop Lean leadership



Phd Lean Leadership (D.van Dun 2015)

Develop and train a group for inhouse support (peers improvers)



13 juni 2016



September 2022

Still:
Do-it-ourselves-approach

Over 800 UT participants
Employees
Students
PhD
Research topics

Still discussion:
What is academic leadership?

287 green belt certificates
63 yellow certificates
4 blackbelt certificates

SEPTEMBER 2022

27 UT LEAN GREEN BELT SUPPORTING OTHER DEPARTMENTS (PEERS)

Wouter		Assink
Wendie		Klieverik
Frank		Snels
Henk		Swaters
Steven		Schulenberg
Sander		Smit
Valentine		Veenhof
Jelle		Ferwerda
Henk-Willem		Veltkamp
Laura		Bagur - Marques
Ivo		Bijker
Karin		Dirksen
Eefke		Bouwhuis
Henriëtte		Haas, de-Hendriks
David Charles	van der	Griend
Baiba		Kuperus-Ornina
Mieke	van der	Meulen
Foka	van 't	Slot - Hofman
Esmeralda		Wouters
Alberto		Tena Matias
Marcella		Claase
Michaela		Schepers
Mark		Wiersma
Christian		Gervink
Tjakko		Heier
Gilbert		Dobbelsteen
Bernd		Vinke



Accredited Certifier of Lean Competency

This is to certify that

University of Twente

Is authorised to award Lean Competency System qualifications
to successful participants of its lean training programme

Authorised

Simon Elias

Director
Lean Competency System

A handwritten signature in blue ink, appearing to read 'Simon Elias'.

Valid Until

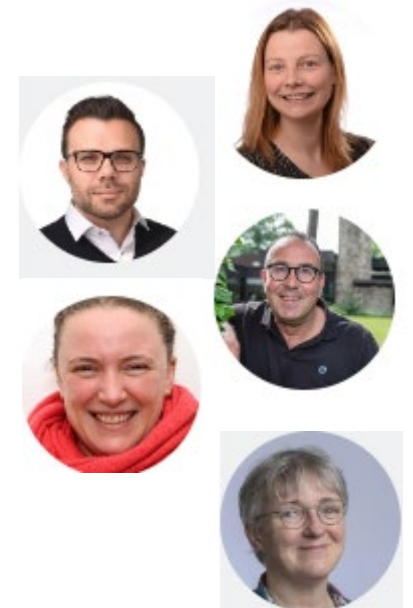
30th September 2022

UNIVERSITY OF TWENTE.

www.leancompetency.org



Supported by 5
Lean black belts





LCS ACCREDITATION CREATES FLEXIBILITY TO SEIZE OPPORTUNITIES

Tune the training to what we need:

- * strong knowledge
- * implemented improvements

Show lean advantage

Every participant has to do an improvement in their own department

- Structured approach (Kaizen/VSM)
- Workshop with colleagues
- Measured results

Offer the training to students

- Green belt training for Master students Health Science
- Yellow belt training for Student study trip to South Africa
- Simulation games
 - Educational Science → group learning
 - Chemical Engineering → Process improvement

If students like it

Teachers are part of the workshop
We incorporate the course question to the simulation game

Offer the training to PhD candidates (EN)
* Industrial track

If the certificate is valued

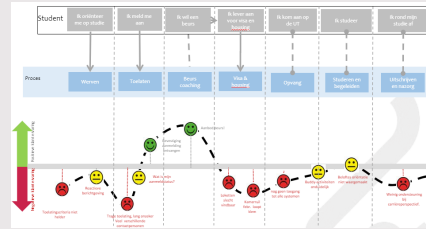
Certificate is valued on the resume
Improvement in own department

Collaboration with Saxion University of applied Science

Meeting others

Collaboration with other Higher Education Institutes strategic goal

WE ARE CREATING AN EDUCATION VALUE STREAM BASED PLATFORM TO SHARE IMPROVEMENTS (BLACK BELT PORTFOLIO PROJECT)

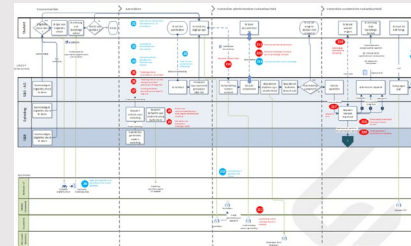
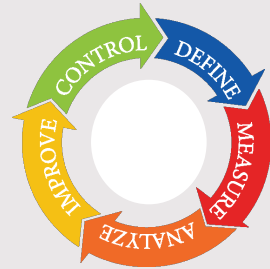
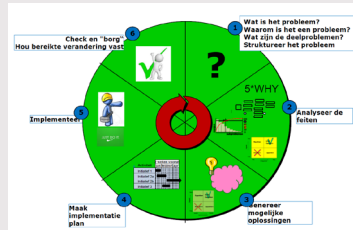


Visualize main educational support processes



Coordination platform by platform core team

Structured problem solving. Guidance by CES and UT LEAN green belts

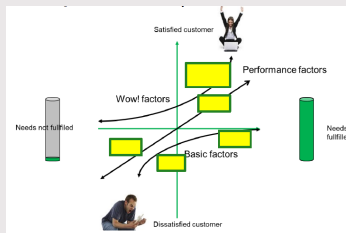


Value stream map per main process



Activation and collaboration of LEAN green belts from the involved organizational units

Prioritize and plan together




Stakeholder consultation: where do you experience issues, bottlenecks?



Monthly consultation core team platform, everyone is welcome!

LEAN green belts from the UT, stakeholders, sponsors, other parties involved in change processes.

 Experiment and learn (maybe it is still too early)

OTHER LEAN INSTRUMENTS ARE INTRODUCED AS SUPPORTIVE TOOLS WHEN APPROPRIATE

Gives direction / operationalisation on

Contributes to / measures progress

STUDENT KETEN X-MATRIX

We would like to fine-tune this X-Matrix with you to serve the needs of the student and educational journey as well as CES.

This x-matrix is an aid for the UT team, to monitor whether we are on the right track to achieve the set goals.



				VERBETER INITIATIEVEN (A3S)											
				♪	♪	♪		Diplomaproces altijd binnen 3 weken	♪	♪	♪	♪			
				♪	♪	♪		Duidelijk proces wie doet wat rondom examencommissie vergaderingen (per fac.)	♪	♪	♪	♪			
								Indicatoren bepalen							
FOSUC VOOR KOMEND JAAR (2023)	Platform inrichting	2x Kaizen Event draaien	Verduidelijken verantwoordelijkheden binnen de keten (processen in kaart brengen, VSM's)	De keten in de lead (om de student de best denkbare UT ervaring te geven)				Snelheid van processtappen	Wachttijsten/backlog bij vragen	Adaptiviteit van de keten (hoe snel kunnen we nieuwe opleiding/wetswijzigingen enz. verwerken) ???	Maandering voor samenwerking	KETENINDICATOREN			
				♪	♪	♪		Ketengericht verbeteren				♪	♪	♪	♪
				♪	♪	♪		Act on facts (indicatoren in de keten)				♪	♪	♪	♪
				♪		♪		Gezamenlijke verbeterprojecten en delen (platform)				♪	♪	♪	♪
				♪	♪	♪		Kaizen Events voor lastige vraagstukken				♪	♪	♪	♪
				BREAK THROUGH STRATEGIES (WAT GAAN WE ANDERS DOEN)											

Needed for realisation

Is measured by / expresses

LEAN TRAINING A STRONG BACKBONE WITHIN OUR (NON EXISTING) LEAN PROGRAM



Lean courses

Lean green belt EN	3 courses a year
Lean green belt NL	2 courses a year
Leading improving teams	pilot course
Lean Leaders	pilot (together with TU Delft)
Lean Introduction	3 courses a year

Lean community masterclasses

Lean standardized work
Kaizen problem solving

On demand:

Solving the problem
Projects in line with strategy
Personal preference styles and structured problem solving
Agile Scrum

HOW TO BECOME AN IMPROVING UNIVERSITY...

Let them learn



Jose Franken
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