Administrative Review Collaborative Design Session

Wednesday, May 2nd, 2018
Hampton Inn Columbia

Breakfast and Walkabout

Kickoff

Welcome
President Choi

In the past…

- Declines in state support were caused by economic recessions
- Imposed hiring freezes
- Key investments were not made
- Enrollment growth was the key new revenue source
- The decline eventually turned around after a few years
- Hunkering down to “wait it out” was the ***defacto*** strategy

In the current reality…

- % of state support for operations has dropped for 20 years, *but not due to just economic downturn*
- Significant competition for student enrollment
- Investments in academic, research & engagement programs are needed more than ever
- Past practices are ill-suited for current reality
- Need bold actions to become a more resilient university

We Cannot “Just Wait It Out”

Result we are seeking:

- *Need resources for academic, research and engagement priorities;*
- *Improve administrative services; and*
- *Create more opportunities and career paths for staff*

You are our central partners:

- *You are critical leaders and can help us re-design IT, HR & Finance functions to better serve faculty, students and staff*
- *We need your input and continued engagement to make this project a success*

Chancellor’s Message

Alexander N. Cartwright
Columbia

Barbara A. Bichelmeyer
UMKC

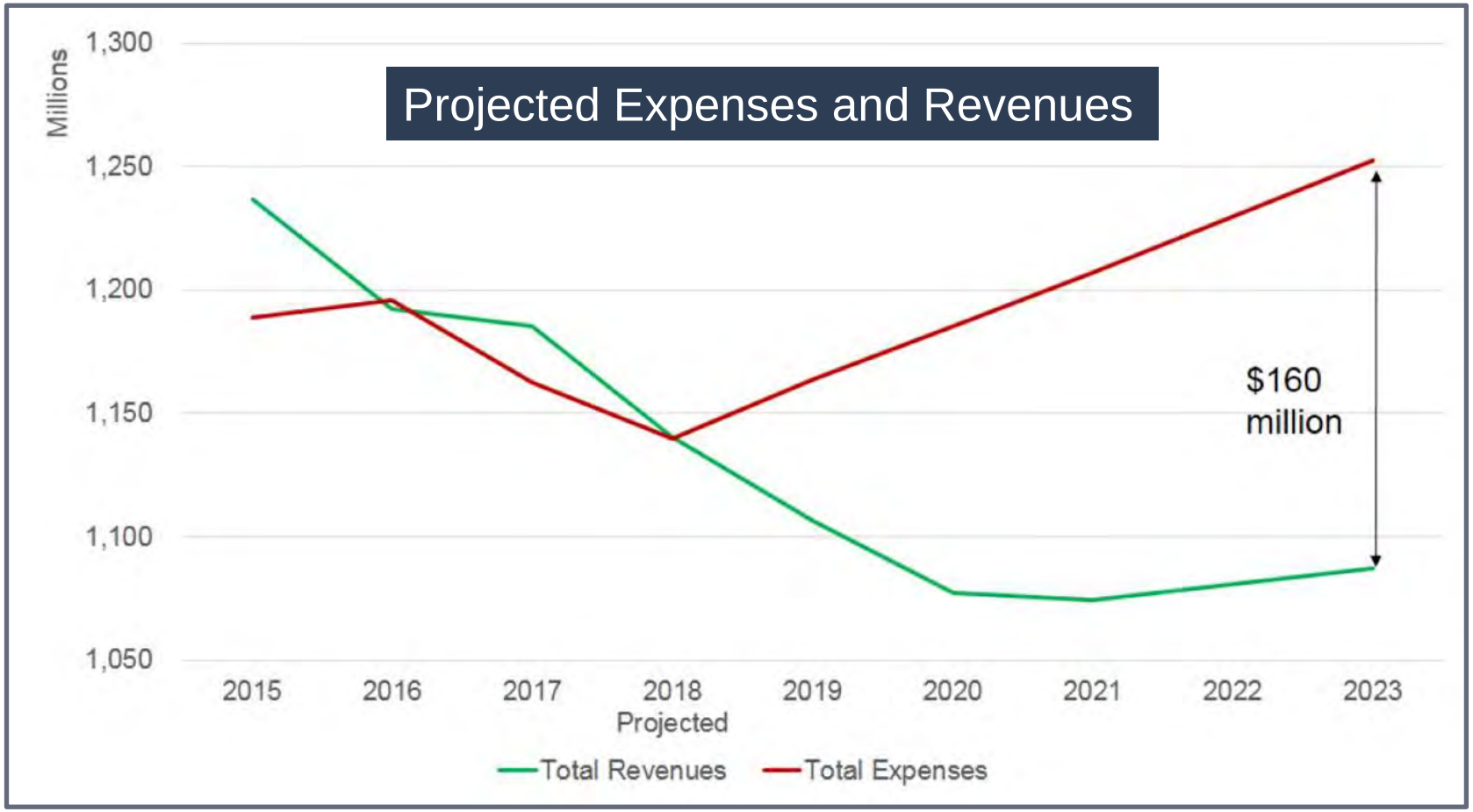
Christopher G. Maples
Missouri S&T

Thomas F. George
UMSL

“Case for Change” and Project Overview

Ryan Rapp

Without Action a $100-$200 Million Gap Forms



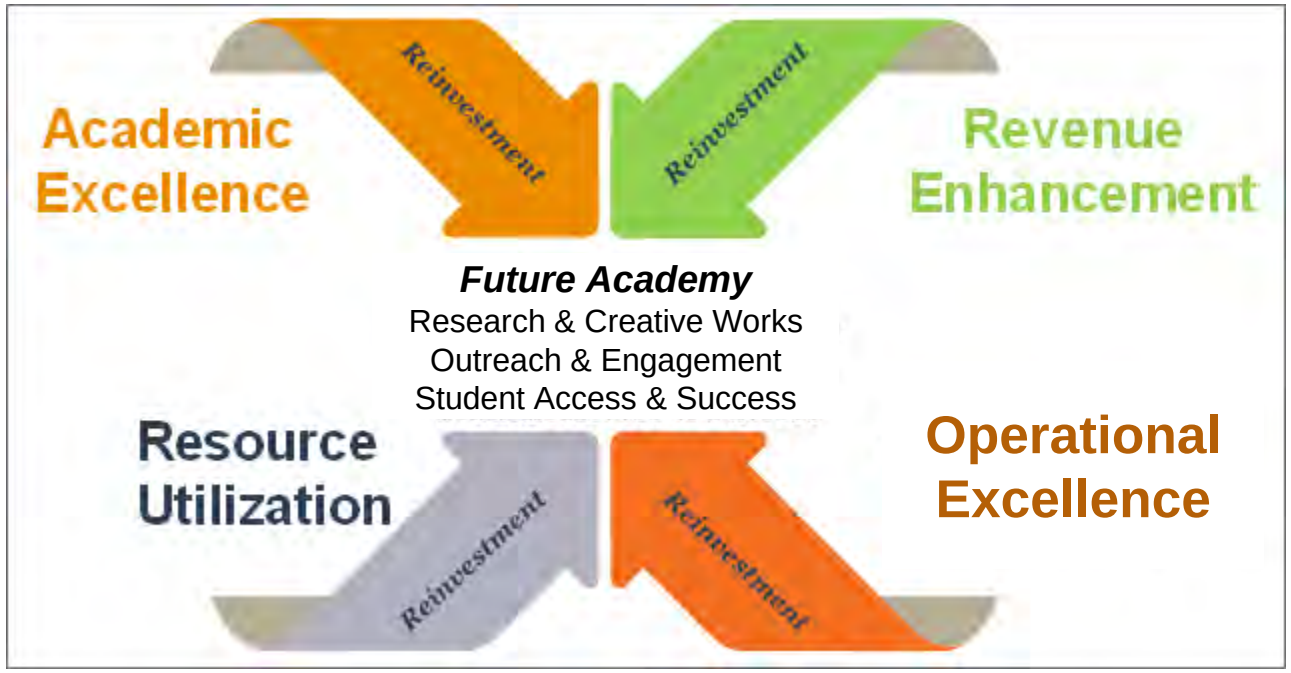
Assumptions

- 1% new enrollment growth
- 2% tuition increases
- Flat to declining state support
- Flat employee headcount
- 2% salary merit bonus

To Thrive, We Must Change Significantly

We have to create the investment ourselves

- Operational Excellence is **only part of the solution**
- Given our financial situation **tradeoffs** will have to be made
- Savings generated can be **reinvested back in the mission**



Mythbusters

There is a final plan that has already been completed, this is just a day to gain buy in

Faculty will have to start doing their own Finance, HR and IT work

The System Office will **manage all shared services**

The campus, college, or department version of **all Finance, HR & IT services will be eliminated**

All shared services will be **relocated to Columbia**

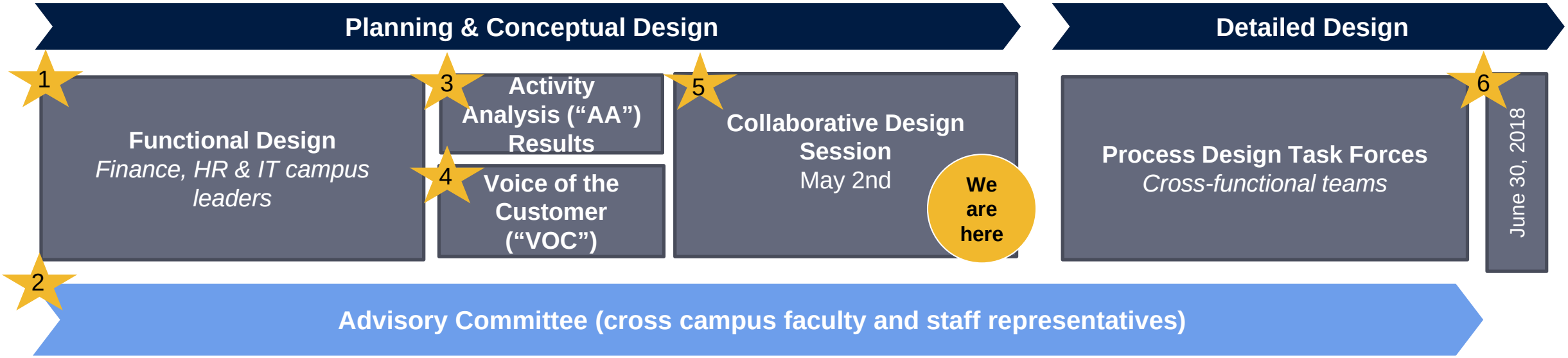
Administrative Review Project Goals

In order to **direct more resources towards the academic mission** we will:

- **Reimagine** the delivery of **Finance, HR, & IT**
- **Simplify and improve** the design of jobs - including clear **career paths** for staff
- **Reduce** the cost of delivering service
- Define clear **decision rights** and establish **accountability**
- Take a phased and **thoughtful approach** to designing and implementing changes

Project Timeline and Integration with Academic Departments

Contributions from and integration with faculty and staff have been and will continue to be key components of our efforts



Key

1) Functional Design – Finance, HR & IT campus leaders

2) Advisory Committee – Faculty and Staff council members

3) Activity Analysis Governance – Provosts and campus CFOs

4) Voice of the Customer – Faculty, staff and academic leadership

5) Collaborative Design (Today's Session)

6) Detailed Design – Functional expertise from campuses

Inputs and Outputs of Today's Session

Today's content has been informed by a variety of inputs gathered from multiple sources

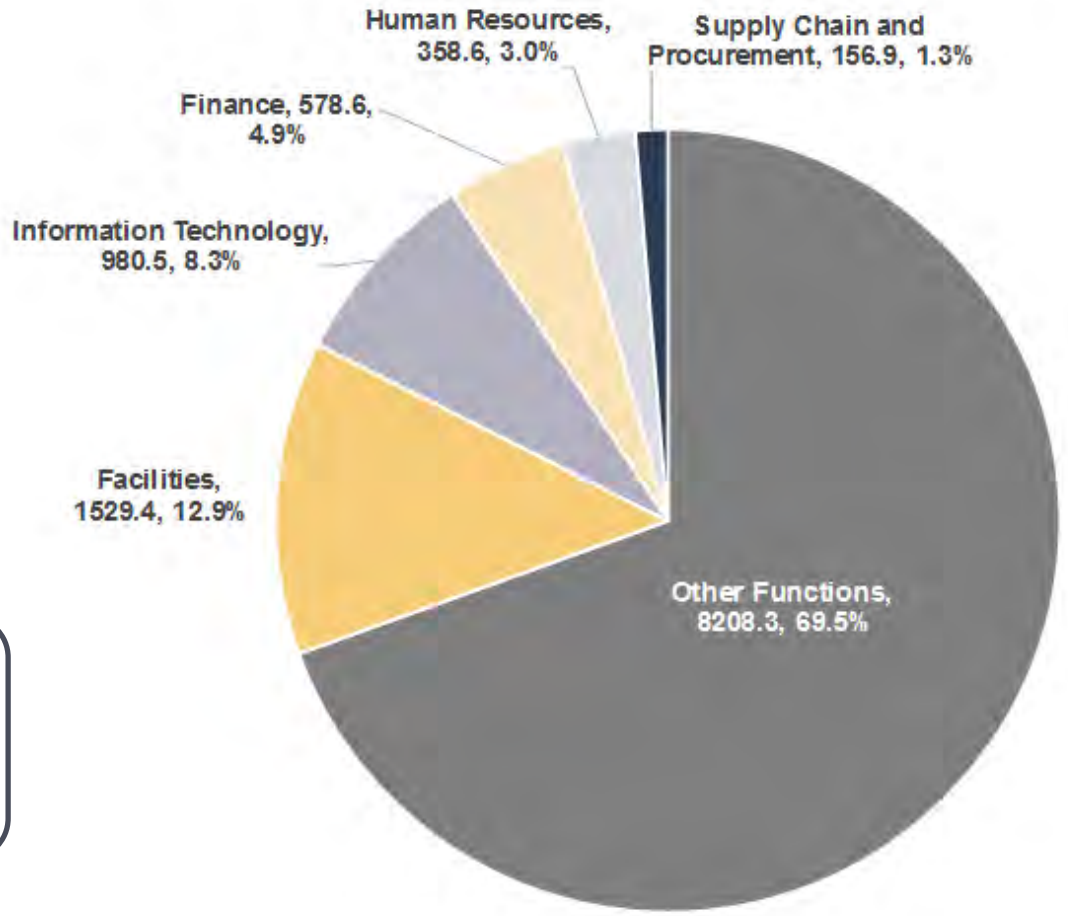
What Today Is and Is Not

What this session IS	What this session IS NOT
• Future-focused conversation about “what’s possible” • Our first major “checkpoint” • An opportunity to share feedback and your point of view to help shape the future of the University • An opportunity to test ideas with one another on how we can deliver Administrative services more effectively in the future	• An indictment of the past or present • Determination of structures, reporting lines, roles or geographies • Definition of processes or policies • An attempt to expand the System Office

Systemwide Activity Analysis Results by Function

#	Administrative Assessment Functions	Sum of FTE	% of FTE	Sum of Gross Salary (m)
1	Facilities	1529.4	12.9%	$59.9
2	Information Technology	980.5	8.3%	$53.3
3	Finance	578.6	4.9%	$29.8
4	Human Resources	358.6	3.0%	$18.7
5	Supply Chain and Procurement	156.9	1.3%	$6.7
Admin Review Area Totals		***3,604***	***30.4%***	***$168.4***

The Functions from the Administrative Review Assessment comprise of 3,604 FTEs – approximately 30% of the overall workforce effort



- Student Affairs and Services, Research and Economic Development, Clinical, Academic Affairs, General Administration, Auxiliary Services & Business Operations, Enrollment Management, Community Service and Extension, Teaching, Communications and Marketing, Intercollegiate Athletics, University Advancement, Libraries and Museums, Diversity, Equity, and Inclusion, Printing and Publishing, Legal, and Real Estate Services. Does not total due to rounding

Where Are We Going?

The vision is to implement financial and operational improvements that make the University of Missouri a better place for students, faculty and staff

Drive resources towards academic excellence

- Reduced costs associated with administrative functions
- Better ability to direct funds to improve student experience
- Increased ability to growth research and expand other academic areas

Create more opportunities and career paths for staff

- Clarified career paths across administrative functions and departments
- More focus on training to develop specialists who have expertise in a given area
- For faculty and end users less time spent performing administrative tasks

Deliver better and higher levels of service

- Reduce turnaround time for administrative tasks
- Simplify processes and minimize rework
- Provide more consultative, strategic support at the campus and department levels

Successful Change Initiatives

Teresa Thiel
UMSL

Elizabeth Loboa
Columbia

Reorganization of Staff in the College of Arts and Sciences - UMSL

Old Staff Structure

- 21 Departments
- 275 FT faculty, 160 PT faculty
  - 30 staff
  - Half business support, half office support
  - Served single unit
- Department focused
  - Staff reported to Chair
  - Some staff lacked much supervision or direction
  - Many Chairs did not provide effective evaluation
  - Little cross training among departments
  - Lack of comradery among staff across departments

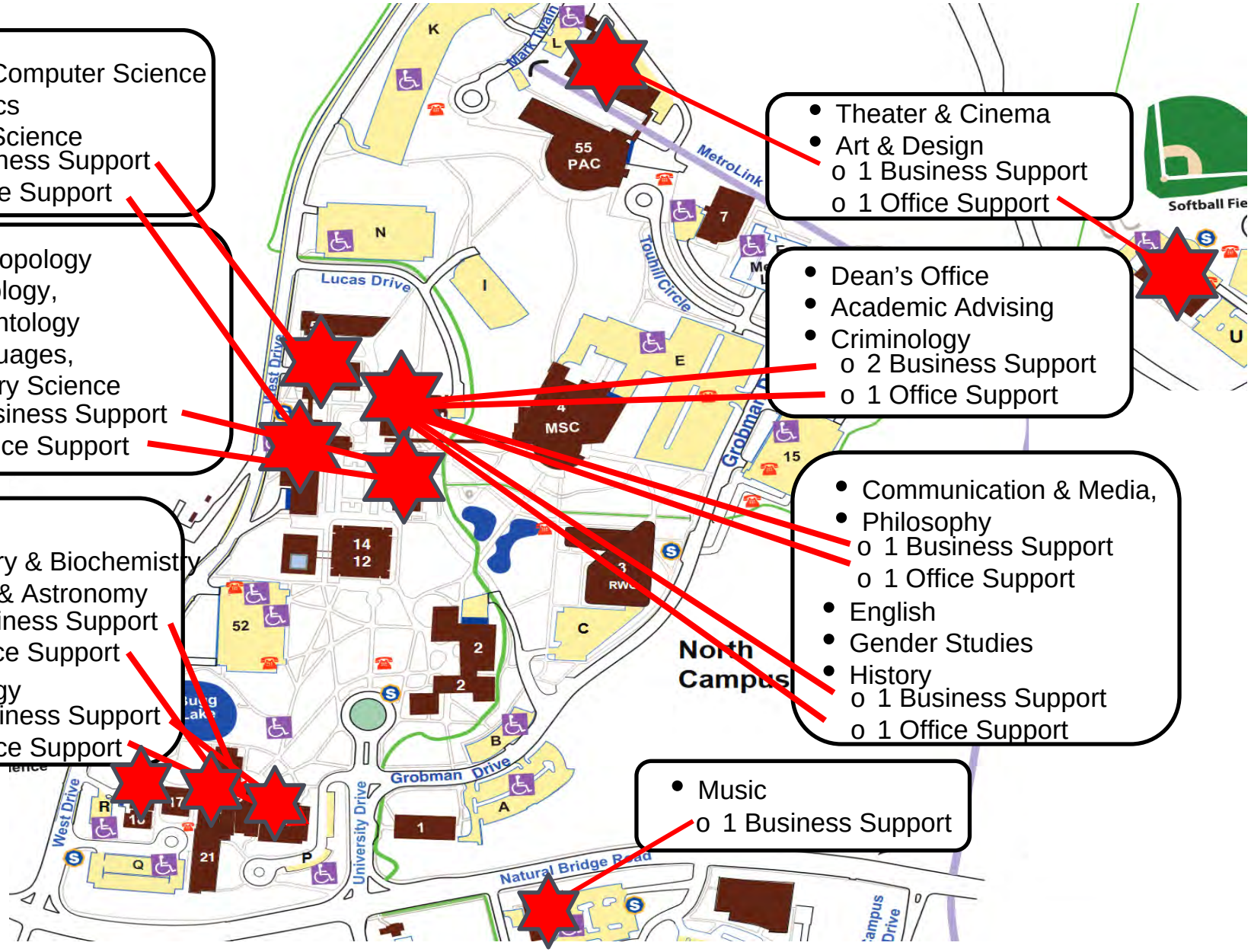
New Staff Structure

- 21 Departments
  - 20 staff (33% loss of staff)
  - 12 business support, 8 office support
  - Serve multiple units
- College focused
  - Business staff report to Chief Fiscal Officer of College of Arts and Sciences
  - Office support staff report to the fiscal staff in their unit
  - Staff receive regular training, supervision, and constructive evaluations
  - Effective cross training – staff can and do fill in for each other across departments
  - Good comradery among staff across departments
  - Good communication of staff with chair (a concern at first)

- Math, & Computer Science
- Economics
- Political Science
  - o 2 Business Support
  - o 1 Office Support

- Anthropology
- Sociology,
- Gerontology
- Languages,
- Military Science
  - o 1 Business Support
  - o 1 Office Support

- Biology
- Chemistry & Biochemistry
- Physics & Astronomy
  - o 2 Business Support
  - o 1 Office Support
- Psychology
  - o 1 Business Support
  - o 1 Office Support



- Theater & Cinema
- Art & Design
  - o 1 Business Support
  - o 1 Office Support

- Dean's Office
- Academic Advising
- Criminology
  - o 2 Business Support
  - o 1 Office Support

- Communication & Media,
- Philosophy
  - o 1 Business Support
  - o 1 Office Support
- English
- Gender Studies
- History
  - o 1 Business Support
  - o 1 Office Support

- Music
  - o 1 Business Support

Participant Engagement

What other lessons learned from past change initiatives can help inform this process?

Success Factors

- **Leadership buy-in**
- **Amnesty for the past**
- **No sacred cows**
- **Emphasis on new opportunities for our people**
- **Communication and transparency**

Our Ask of You

Participate and lead

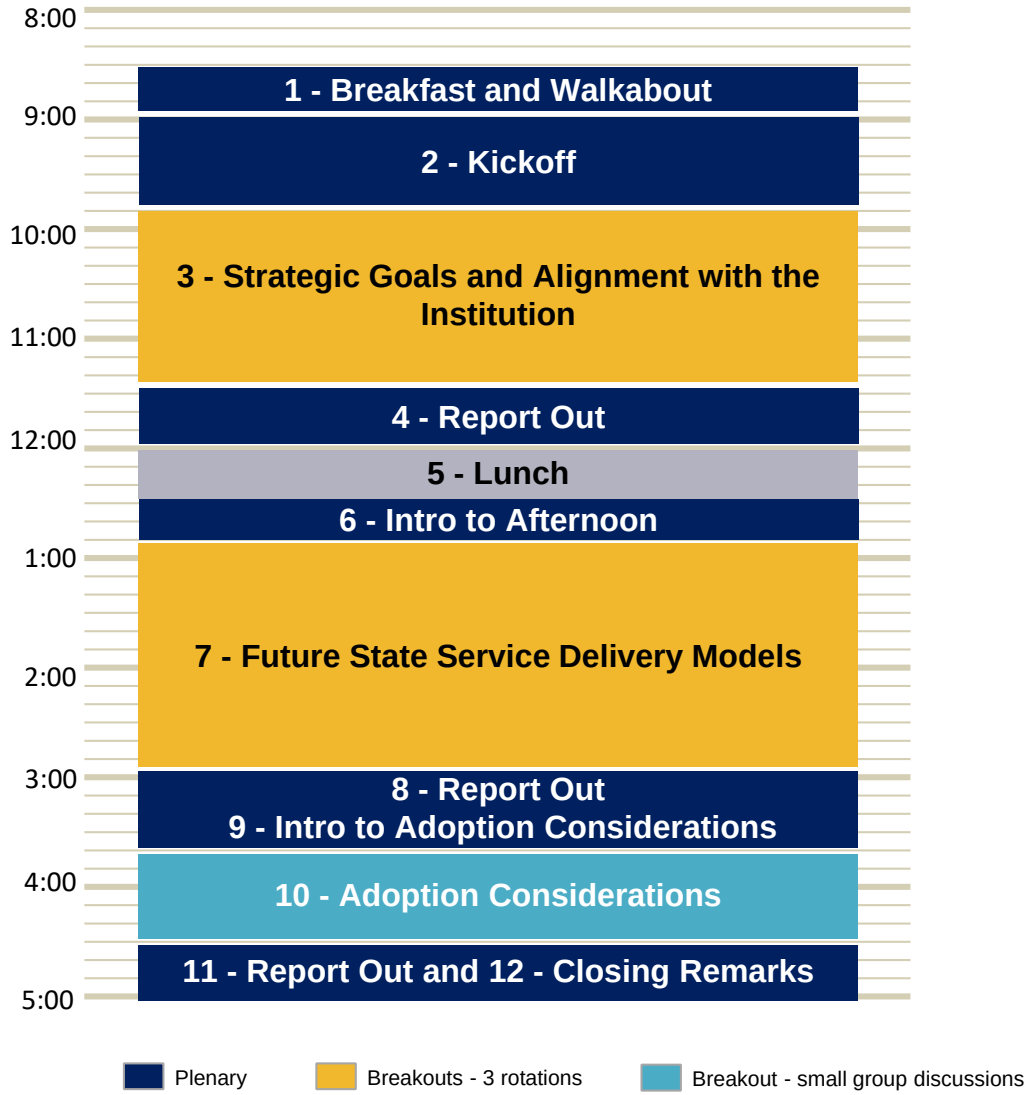
Make participation in change a **priority** and **encourage your unit** to do the same

Upon request, make **resources available** from your unit for future project needs

Session Overview and Logistics

Margaret Stover - PwC

Today's Agenda



Today's session includes three (3) formats:

1. Plenary (large group session)
2. Functional Breakout (2 rounds of 3)
3. Small Group Breakout (by Campus)

Help yourselves to refreshments. Lunch and snacks will be provided.

Breakout Session #1 Objectives

Questions for Consideration	Topics for Discussion	Outputs of our Discussion
What role should Finance, HR, IT play in the organization? **What opportunities do we have to drive incremental value?**	• **Role Statement & Critical Behaviors** • **Scope of Services** • **Voice of the Customer Summary Findings**	**Gain alignment on:** • **Functional Strategy** • **Functional Services (Capabilities)** Including what is needed to maintain status quo and what is needed to create greater value for the University's campus community

Breakout #1 - Strategic Goals and Alignment with the Institution Rotation Arrangement

Group 1 please go to HR Station

Group 2 please go to Finance Station

Group 3 please go to IT Station

Group assignments can be found on the back of your nametag.

Group Assignments

Start at HR Station		Start at Finance Station		Start at IT Station	
Group 1		**Group 2**		**Group 3**	
Cartwright, Alex	Okker, Pat	Crespino, Curtis	Pyle, Marsha	Bichelmeyer, Barb	McDonald, Kevin
Cornell, David	Perry, Justin	Dean-Baar, Sue	Rikoon, J. Sandy	Burris, Deborah	McKusick, James
Cuddy, Paul	Postlethwaite, Bonnie	Doty, Jeri	Roberts, Stephen	Careaga, Andrew	Melchert, Russell
Davis, Larry	Reesman, Sarah	Ellis Fletcher, Sally	Robinson, Debra	Chval, Kathryn	Misfeldt, Mike
Hagglund, Kristofer	Sobolik, Kristen	Glesner Fines, Barbara	Spain, James	Coonrod, Curt	O'Sullivan, Joseph
Johnson, Sharon	Spenner, Anne	Henry, Carolyn	Spilling, Christopher	Daubert, Christopher	Outar, Neil
Kanter, Steven	Stewart, Marshall	Hickman, Tim	Taylor, Ann	Garton, Bryan	Tindall-Jarnegan, Shannon
King, Makini	Thiel, Teresa	Hoffman, Charles	Traiger, Jeff	George, Tom	Truman, Kevin
Leifeld, Martin	Vinze, Ajay	Loboa, Elizabeth	Van Uum, Elizabeth	Gerth, Daniel	Vaught, Wayne
Lidsky, Lyrissa	Wlezien, Richard	Maples, Chris	Ward, Gary	Hutchinson, Corrie	White, Theodore
McDaniel, Roxanne		Petrella, Diane	Wilson, Carla	Kurpius, David	
Nesbitt, Joan				Marley, Robert	

Breakout #1 - Strategic Goals and Alignment with the Institution

Collaborative Design Session Breakout #1:

Strategic Goals and Alignment with the Institution

Finance

Session Objectives

Topics for Discussion

- **Finance Role Statement & Critical Behaviors**
- **Finance Scope of Services**
- **Finance Voice of the Customer Summary Findings**

Participant Input Areas

Has the outlined role for Finance been clearly articulated?

Are you aligned with the outlined role and needed capabilities for Finance?

Outputs of our Discussion

Gain alignment on:

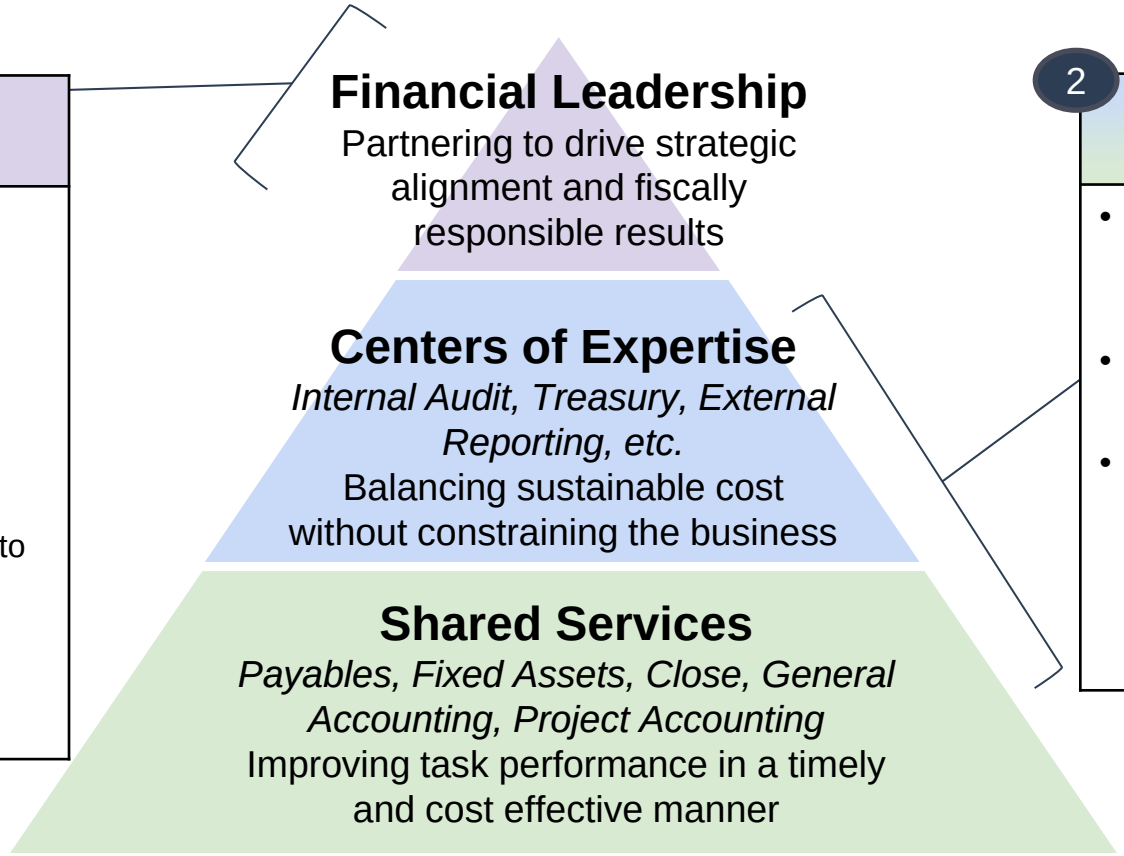
- **Finance Roles & Goals and Critical Behaviors**
- **Finance Capabilities** - Identify capabilities suitable for efficiency improvements and those capable of driving increased value

The University's challenge will be addressed by two, mutually dependent initiatives

1

Financial Accountability / Fiduciary Responsibility

- Finance must participate in the new process to deliver fiscally responsible results
- Shared financial performance goals among financial and academic / operational leaders
- Metric-based approach
  - Relevant and accurate data is critical to making Accountability successful
- Consistent approach throughout the organization, but flexibility amongst leaders to set the goals



2

Redesigned Operating / Service Delivery Models

- Transforming the organization to more specialized labor and better leverage process automation and simplification
- Need to balance insight, efficiency and control
- Conceptual finance service delivery model:
  - ✓ Shared Services
  - ✓ Centers of Expertise
  - ✓ Finance Leadership (Strategic Campus Partners)

University of Missouri Finance - Mission, Vision, Values

Finance Role Statement

Serve in a University-wide leadership role to deliver fiscally responsible results and drive value as a strategic business partner for the organization. Work to align our resources consistent with the mission and priorities of the University of Missouri System and its campuses.

Finance Critical Behaviors

LEADERSHIP / STEWARDSHIP

Partner / team to achieve fiscally responsible business results - Develop and maintain professional credibility and trusted relationships with stakeholders while managing risk and making fiscally responsible decisions

VALUE

Demonstrate Finance's value as a strategic partner and respectfully challenge the status quo to drive results and create better ways of working

SERVICE

Collaborative and Courageous – Engage in a 2-way dialogue and co-develop solutions with the institution, and proactively encourage innovative ideas and new ways of thinking to solve problems

Finance Strategic Dimensions

Finance System-wide Annual Goals (FY18 - FY19)

1. Develop consistent and unified Finance strategy

2. Design optimized Finance Delivery Model (people, process, technology)

3. Drive broader accountability for fiscal responsibility and decision making

Essential Finance Services to Enable Strategic Objectives

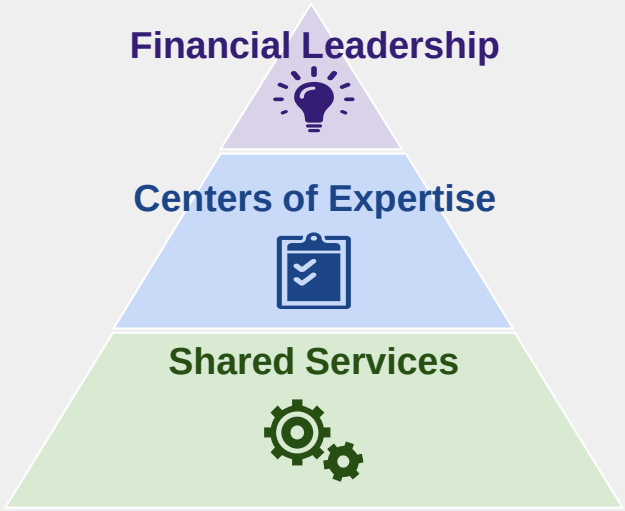
"Lights On"

- Required to maintain business operations
- Core functions
- Mission critical for University operations
- Strive for highly efficient operations

"Differentiating Capabilities"

- Creates distinguishing value for the University and our academic mission
- Elevates the role of Finance as a strategic campus partner
- May require incremental investment / design of new capabilities

AP and T&E (Payment Processing)	Financial / External Reporting	Contract Management	Internal Audit
AR / Debt Collection / Cash Collection	General Accounting	Policies and Procedures	Tax Accounting, Compliance, and Planning
Billing & Internal Charges	Management and Administrative	Process Controls & Compliance	Risk & Insurance Management
Cashiering and Student Account Management			
Management Reporting	Business Analysis	Budgeting & Forecasting	
Treasury	Performance Improvement Projects		



Key Principles:

1) Lights On services should be delivered efficiently and effectively to achieve benefits from economies of scale. Services must be responsive to end customer needs
2) Differentiating capabilities should be invested in to create greater value to the campus and students

Finance Voice of the Customer Results

The Voice of the Customer questionnaire serves as another data point to validate areas of opportunity to improve the way in which Finance services are delivered.

Observations

- The role of Finance is rated as **Very Important** within the organization
- There is **general satisfaction** with the **Performance** of Finance
- **Collaboration** of fiscal officers with department heads **creates the most value** for the University
- **Lack of system integration** creates inefficiencies in Budgeting & Forecasting and other processes

Opportunities

- While all Finance processes meet expectations, the following represent the biggest opportunity for improvement, rated as the **most Important** but **lowest Performing** processes:
  - Budgeting & Forecasting,
  - Management Reporting & Analysis,
  - Acquire Goods & Services, and
  - Student Account Management

Challenges

- A majority of respondents identified the following as **key challenges**:
  - Number, type and skill sets of Finance resources,
  - Decision rights between Finance and the respondent's department, and
  - Availability of high quality/robust data to inform decision making

Key Themes

Communication & Alignment of Strategy

- Need for greater communication of the rationale and vision for cultural and strategic changes
- Teamwork and trust between campuses and System is required for successful change

Employee Development

- Need more specialist resources with focused Finance expertise
- Desire for more training and ongoing development of Finance resources
- Increased specialization and training present an opportunity for improved quality and consistency

Budgeting & Forecasting

- Need for increased transparency, communication, and consistency of budgeting and forecasting
- Opportunity for greater constituent accountability to budgets and targets
- Budgeting should be easier and real-time metrics more readily available to drive accountability

Systems Capabilities

- Current systems are disparate and difficult to use
- Expanded systems capabilities are necessary for major cost savings
- Opportunity to enhance reporting tools; accurate and timely data is essential for success of accountability model

Supply Chain / Payment Processing

- Payments to vendors are delayed due to procure-to-pay life cycle inefficiencies
- Opportunity to improve payment processing will reduce delays and enhance vendor relationships

Collaborative Design Session Breakout #1:

Strategic Goals and Alignment with the Institution HR

Session Objectives

Questions for Consideration	Topics for Discussion	Outputs of our Discussion
What role should HR play in the organization? **What opportunities do we have to drive incremental value?**	• **HR Mission & Strategic Opportunities** • **Voice of the Customer**	**Gain alignment on:** • **HR Functional Strategy** • **HR Capabilities** Including what is needed to maintain status quo and what is needed to create greater value for University community

University of Missouri HR - Mission, Vision, Values

HR Role Statement

Serve as a strategic and trusted advisor. **Support** an inclusive and dynamic culture and workforce. **Pursue** continuous improvement through knowledge, collaboration and leadership.

HR Strategic Pillars

Workforce Planning	**People Development**	**Efficient HR Operations**	**High Quality HR Service**	**Health & Well-Being**	**Culture & Climate**	**Compliance**
Collaborate with leaders to evaluate talent needs, attract top talent and enable multi-year recruiting and succession plans	Strengthen leadership capabilities, promote high performance and a culture of continuous learning and development	Continuously improve HR workflow and leverage HR technology solutions to deliver efficient shared services	Provide our campuses, schools and departments with best-in-class service to enable our institutional goals and academic mission	Offer competitive total rewards packages to attract/retain talent & improve our community's health & well-being	Foster a culture that is inclusive, diverse and collaborative environment that creates an employee experience that inspires excellence in people	Partner with leaders to address employee-related issues and meet internal & external compliance requirements

HR Critical Behaviors

Professional Credibility - Develop and maintain professional knowledge and trusted relationships to ensure sound, credible advice

Collaboration - Engage in collegial, inclusive dialogue to create shared strategic solutions

Leadership - Proactively work across organizational lines to solve problems and drive excellence

Essential HR Services to Enable Strategic Objectives

"Lights On"

- Required to maintain business operations
- Core functions
- Mission critical for University operations
- Strive for highly efficient operations

Recruiting (Faculty, Staff, Contingent Workers)	**Onboarding** (Admin Processing)	**Payroll/Time and Attendance***	**Total Rewards** (Administration)
Compensation & Classification	**HRIS**	**Administrative Processing**	**Compliance**
Policy and Procedures	**Labor Relations**	**Employee Relations**	

"Differentiating Services"

- Creates distinguishing value for the University and our academic mission
- Elevates the role of HR as a strategic campus partner
- May require incremental investment / design of new services

Workforce Analytics	**Learning & Development**	**Total Rewards** (Strategy)	**Talent Management** (Performance Management, Personal Development, Career Pathing)
Employee Engagement	**Change Management**	**Onboarding** (Strategy)	**Diversity & Inclusion**
Wellness / EAP	**HR Strategy & Programs**	**Academic HR**	

Interdependency with Finance

“Big Shifts” Required in HR to Enable Strategic Objectives

1. **Introducing new HR Strategic Campus Partner roles**
2. **Expanding HR Centers of Expertise**
3. **Shifting HR transactional work to shared services and “self-service”**

Simplifying and improving our HR processes and policies

HR Voice of the Customer Results

The Voice of the Customer questionnaire serves as another data point to validate areas of opportunity to improve the way in which HR services are delivered.

Summary Ratings

- The role of HR is rated as **Very Important** within the organization (4.67 out of 5)
- There is **overall satisfaction** with the **Performance** of HR (3.26 out of 5)

Category	Highest Score	Lowest Score
Importance	*Recruitment, Selection and Onboarding (4.87)*	*Organizational Effectiveness and Change Management (4.39)*
Performance	*Payroll, Time and Attendance (4.13)*	*Organizational Effectiveness and Change Management (2.68)*

Observations

Four (4) areas that are generally underinvested have the <u>biggest gap between importance and performance</u>:

- Organizational Effectiveness and Change Management
- Training and Learning Development
- Talent Management
- Recruitment, Selection and Onboarding

Top three (3) <u>critical HR challenges</u> identified by respondents:

- Number, type and skill sets of human resource professionals (67%)
- Consistency in people management processes (61%)
- Streamlining, standardizing, automating HR processes (46%)

Key Themes

Resource Constraints

- HR resource constraints limits ability to be “proactive”
- Inability to respond in a timely manner
- Jack-of-all-trades generalists perform too many duties outside job description

Role Clarity

- Lack of clearly defined HR processes
- Need for greater transparency and clarity around HR roles and correct point(s) of contact for issue resolution

Recruiting

- Recruiting critical talent creates most value for the University
- Opportunity for HR to better understand staffing needs of business units
- Opportunity for HR to provide strategic expertise around attracting, developing and retaining top talent

Employee Development

- Need greater investment in “high potentials”
- Opportunity to establish more formal training and development programs for managers and employees
- Desire for standardized career pathing and salary expectations across campus / system

Collaborative Design Session Breakout #1:

Strategic Goals and Alignment with the Institution IT

Session Objectives

Questions for Consideration	Topics for Discussion	Outputs of our Discussion
What role should IT play in the organization? **What opportunities do we have to drive incremental value?**	• **IT Role Statement & Critical Behaviors** • **IT Scope of Services** • **IT Voice of the Customer Summary Findings**	**Gain alignment on:** • **IT Functional Strategy** • **IT Capabilities** Including what is needed to maintain status quo and what is needed to create greater value for the University's campus community

University of Missouri IT - Mission, Vision, Values

IT Role Statement

Serve as a strategic partner to the University of Missouri enterprise by providing leadership to enable the university's missions through planning, implementation, operation and delivery of foundational and innovative information technology solutions

IT Strategic Objectives

Service Focus
- Develop, maintain and support university wide solutions to enhance the university's missions (teaching, research, outreach and economic development)
- Provide technology solutions to improve and streamline university processes

Optimized Process Management
- Provide high quality IT solutions to improve efficiency across the system
- Remove outdated applications and duplicated services that are no longer needed or providing significant benefits
- Practice good stewardship in the use of IT resources

IT Leadership
- Support the use and delivery of IT leading practices and technology throughout the university
- Sustain an infrastructure that fosters cooperation and collaboration across the system
- Sustain a professional well-trained organization able to design and deliver efficient IT solutions

IT Critical Behaviors

- **Accountable in all relationships** – develop, maintain strong and trusted relationships that demonstrate accountability from IT
- **Cost aware** – selection of IT solutions that meet the requirements via efficient use of resources and budget
- **Collaborative, courageous and innovative** – engage in 2-way dialogue, gain understanding and co-develop ideas and solutions with the business. Challenge the status quo and think outside the box to create better ways of working
- **Constituent-focused** – Put user experience first while building solutions or resolving issues

FY18 - 19 IT System Goals

1. Develop governance structures that enable system-wide integration
2. Collaborate to develop common future state IT financial models
3. Improve operating costs
4. Integrate common applications
5. Set goals to enable student success

Essential IT Services to Enable Strategic Objectives

“Lights On”

- Required to maintain business operations
- Core IT functions, common across the university
- Mission critical for University IT operations
- Strive for highly efficient operations

End User Support Management	**Enterprise Applications**	**Infrastructure Operations**
Policies and Procedures	**Compliance**	**Management and Administrative**
IT Development	**Quality Assurance**	**Security**

“Differentiating Capabilities”

- What distinguishes the integrated University of Missouri IT department from peer university IT departments
- What separates the university’s IT department from peers
- May require incremental investment / design of new capabilities

IT Strategy & Architecture	**IT Cost Assessments**	**Student Experience Leadership**
Research IT Support		**Academic IT Support**

IT Voice of the Customer Results

The Voice of the Customer questionnaire serves as another data point to validate areas of opportunity to improve the way in which IT services are delivered.

Strengths

- The role of IT is rated as **Very Important** within the University
- There is **general satisfaction** with the **Performance** of IT

Category	Highest Score	Lowest Score
Importance	*Information Security (4.90)*	*Application Development; IT Strategy & Architecture (4.54)*
Performance	*End User Support (4.0)*	*Research Support (3.51)*

Opportunities

- While all IT processes meet expectations, the following scored the **highest on Importance**, but the **lowest on Performance**, signaling an opportunity for improvement:
  - Academic Support Services (4.79 / 3.68)
  - Research Support Services (4.61 / 3.51)
  - Application Development (4.54 / 3.55)
  - IT Strategy & Architecture (4.54 / 3.66)
- Respondents identified the following critical challenges:
  - **Human Assets of IT** (e.g., skill sets, # of resources, types of resources, **development opportunities**, morale, etc.)
  - **Processes of IT** (e.g., streamlining, **standardizing**, automating, outsourcing, eliminating, adding new activities, etc.)

Key Themes

IT Challenges

- Technology is changing so fast that it's difficult for IT operations to keep pace
- Too much building of tools / applications from scratch, instead acquiring Commercial off the Shelf (CoTs)
- Keeping skilled people is difficult due to outside salary pressures
- Current campus IT is barely keeping up with the special IT challenges inherent in supporting research departments and teams

Most Valued

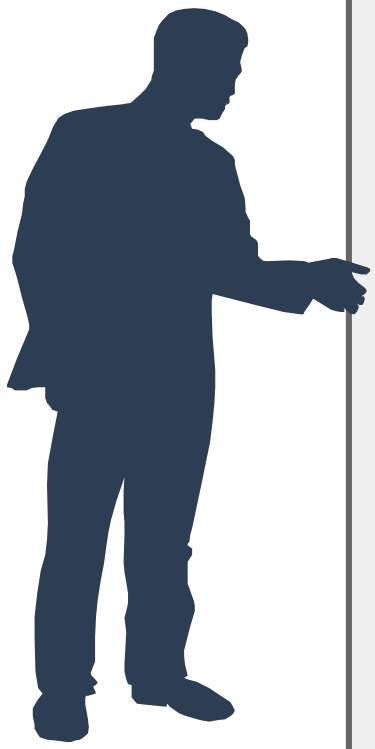
- IT Security is very important to all
- End-user and student IT support services are highly valued at all levels of the University
- Campus leadership values IT's collaborative partnership approaches
- IT is now providing timely, consistent, proactive and in person customer service

Areas of Improvement

- There is a need for more standardization, integration and ability to "talk" to multiple systems/applications
- Keep inter-campus security high, but increase inter-campus integrations and collaboration
- Need to include non-Columbia campuses in IT decision making earlier
- IT is so crucial to everything the University does that it is hard to identify the "least" valuable

Report Out - Strategic Goals and Alignment with the Institution

Report Out - Strategic Goals and Alignment with the Institution



What role should our function play in the organization?

What opportunities do we have to drive incremental value?

University of Missouri Finance - Mission, Vision, Values

Finance Role Statement

Serve in a University-wide leadership role to deliver fiscally responsible results and drive value as a strategic business partner for the organization. Work to align our resources consistent with the mission and priorities of the University of Missouri System and its campuses.

Finance Critical Behaviors

LEADERSHIP / STEWARDSHIP

Partner / team to achieve fiscally responsible business results - Develop and maintain professional credibility and trusted relationships with stakeholders while managing risk and making fiscally responsible decisions

VALUE

Demonstrate Finance's value as a strategic partner and respectfully challenge the status quo to drive results and create better ways of working

SERVICE

Collaborative and Courageous – Engage in a 2-way dialogue and co-develop solutions with the institution, and proactively encourage innovative ideas and new ways of thinking to solve problems

Finance Strategic Dimensions

Finance System-wide Annual Goals (FY18 - FY19)

1. Develop consistent and unified Finance strategy

2. Design optimized Finance Delivery Model (people, process, technology)

3. Drive broader accountability for fiscal responsibility and decision making

University of Missouri HR - Mission, Vision, Values

HR Role Statement

Serve as a strategic and trusted advisor. **Support** an inclusive and dynamic culture and workforce. **Pursue** continuous improvement through knowledge, collaboration and leadership.

HR Strategic Pillars

Workforce Planning	**People Development**	**Efficient HR Operations**	**High Quality HR Service**	**Health & Well-Being**	**Culture & Climate**	**Compliance**
Collaborate with leaders to evaluate talent needs, attract top talent and enable multi-year recruiting and succession plans	Strengthen leadership capabilities, promote high performance and a culture of continuous learning and development	Continuously improve HR workflow and leverage HR technology solutions to deliver efficient shared services	Provide our campuses, schools and departments with best-in-class service to enable our institutional goals and academic mission	Offer competitive total rewards packages to attract/retain talent & improve our community's health & well-being	Foster a culture that is inclusive, diverse and collaborative environment that creates an employee experience that inspires excellence in people	Partner with leaders to address employee-related issues and meet internal & external compliance requirements

HR Critical Behaviors

Professional Credibility - Develop and maintain professional knowledge and trusted relationships to ensure sound, credible advice

Collaboration - Engage in collegial, inclusive dialogue to create shared strategic solutions

Leadership - Proactively work across organizational lines to solve problems and drive excellence

University of Missouri IT - Mission, Vision, Values

IT Role Statement

Serve as a strategic partner to the University of Missouri enterprise by providing leadership to enable the university's missions through planning, implementation, operation and delivery of foundational and innovative information technology solutions

IT Strategic Objectives

Service Focus
- Develop, maintain and support university wide solutions to enhance the university's missions (teaching, research, outreach and economic development)
- Provide technology solutions to improve and streamline university processes

Optimized Process Management
- Provide high quality IT solutions to improve efficiency across the system
- Remove outdated applications and duplicated services that are no longer needed or providing significant benefits
- Practice good stewardship in the use of IT resources

IT Leadership
- Support the use and delivery of IT leading practices and technology throughout the university
- Sustain an infrastructure that fosters cooperation and collaboration across the system
- Sustain a professional well-trained organization able to design and deliver efficient IT solutions

IT Critical Behaviors

- **Accountable in all relationships** – develop, maintain strong and trusted relationships that demonstrate accountability from IT
- **Cost aware** – selection of IT solutions that meet the requirements via efficient use of resources and budget
- **Collaborative, courageous and innovative** – engage in 2-way dialogue, gain understanding and co-develop ideas and solutions with the business. Challenge the status quo and think outside the box to create better ways of working
- **Constituent-focused** – Put user experience first while building solutions or resolving issues

FY18 - 19 IT System Goals

1. Develop governance structures that enable system-wide integration
2. Collaborate to develop common future state IT financial models
3. Improve operating costs
4. Integrate common applications
5. Set goals to enable student success

Lunch

Welcome Back / Intro to Afternoon

Welcome Back
Ryan Rapp

Breakout Session #2 Objectives

Questions for Consideration	Topics for Discussion	Outputs of our Discussion
What are the primary areas of opportunity to improve services and drive efficiencies? **What are the benefits of shifting to the outlined service delivery model? What are the primary dependencies or concerns?**	• **Activity Analysis** • **Model for how services could be *delivered* in the future** • **Model for how services could be *organized* in the future**	***Gain alignment on how to deliver & organize <u>services</u> in the future***

Organizing Administrative Services in the Future

Strategic Campus Partners	Centers of Expertise (COE) *Policies, methods and tools*	Shared Services (SS) *Transaction processing service support*
• Strategic activities focused on planning, problem-solving and enabling the University objectives (not transactional) • "Pulls through" Shared Services and Centers of Expertise where needed • Driven by relationships and requires strong understanding of the business • Campus Partners are aligned to campus / units	• Translates functional strategy into policies and processes and business rules • Requires deep subject matter, functional and / or business expertise • Resolves issues escalated from Shared Services • Leaders typically have smaller span of control	• Transactional, repetitive, high volume without "in person" contact • Guided by well-defined, automated processes and / or business rules • Documented and can be taught to others • Generally resources are co-located and / or operate virtually • Leaders typically have greater span of control

Breakout #2 - Future State Service Delivery Models and Conceptual Models for HR, Finance, IT Rotation Arrangement

Group 1 please go to HR Station

Group 2 please go to Finance Station

Group 3 please go to IT Station

Group assignments can be found on the back of your nametag.

Group Assignments

Start at HR Station		Start at Finance Station		Start at IT Station	
Group 1		**Group 2**		**Group 3**	
Cartwright, Alex	Okker, Pat	Crespino, Curtis	Pyle, Marsha	Bichelmeyer, Barb	McDonald, Kevin
Cornell, David	Perry, Justin	Dean-Baar, Sue	Rikoon, J. Sandy	Burris, Deborah	McKusick, James
Cuddy, Paul	Postlethwaite, Bonnie	Doty, Jeri	Roberts, Stephen	Careaga, Andrew	Melchert, Russell
Davis, Larry	Reesman, Sarah	Ellis Fletcher, Sally	Robinson, Debra	Chval, Kathryn	Misfeldt, Mike
Hagglund, Kristofer	Sobolik, Kristen	Glesner Fines, Barbara	Spain, James	Coonrod, Curt	O'Sullivan, Joseph
Johnson, Sharon	Spenner, Anne	Henry, Carolyn	Spilling, Christopher	Daubert, Christopher	Outar, Neil
Kanter, Steven	Stewart, Marshall	Hickman, Tim	Taylor, Ann	Garton, Bryan	Tindall-Jarnegan, Shannon
King, Makini	Thiel, Teresa	Hoffman, Charles	Traiger, Jeff	George, Tom	Truman, Kevin
Leifeld, Martin	Vinze, Ajay	Loboa, Elizabeth	Van Uum, Elizabeth	Gerth, Daniel	Vaught, Wayne
Lidsky, Lyrissa	Wlezien, Richard	Maples, Chris	Ward, Gary	Hutchinson, Corrie	White, Theodore
McDaniel, Roxanne		Petrella, Diane	Wilson, Carla	Kurpius, David	
Nesbitt, Joan				Marley, Robert	

Breakout #2 - Future State Service Delivery Models and Conceptual Models for Finance, HR, and IT

Collaborative Design Session Breakout #2:

Future State Service Delivery Model and Conceptual Models for Finance

Session Objectives

Topics for Discussion

- **Activity Analysis**
- **Model for how Finance services could be delivered in the future**
- **Model for how Finance services could be organized in the future**

Participant Input Areas

Are there other benefits of shifting to the outlined service delivery models? What are some dependencies or concerns?

Do you agree with the primary areas of opportunity to improve services and drive efficiencies?

Outputs of our Discussion

Gain alignment on **how to deliver & organize Finance services in the future**

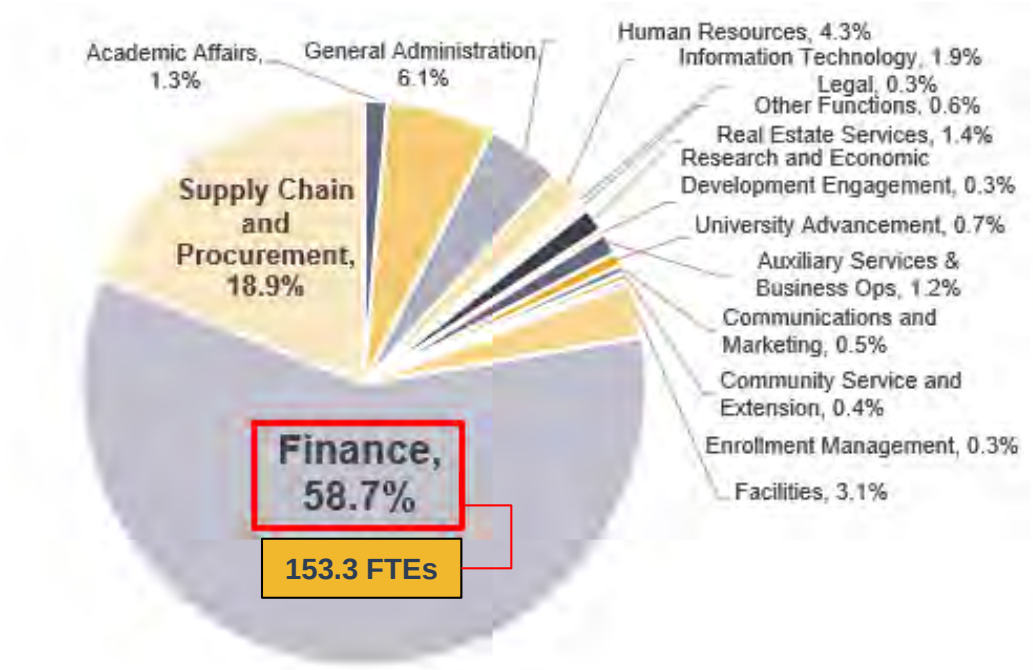
Summary of Finance Activity Analysis Findings

Current State - Finance Resources

While Finance Organization resources spend **nearly 80%** of their time performing Finance and Supply Chain & Procurement activities, Distributed Finance resources spend **less than 30%** of their total time on Finance

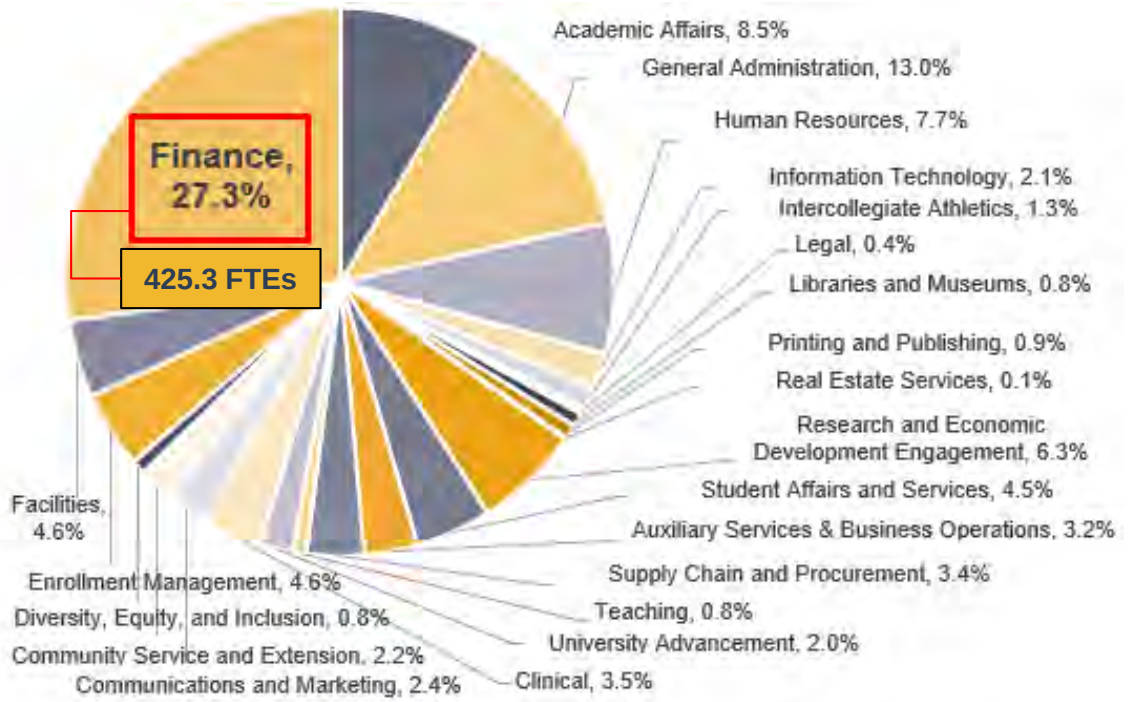
Allocation of Finance Organization Resources Time by Function

209 Headcount



Allocation of Distributed Finance Resources Time by Function

1,647 Headcount

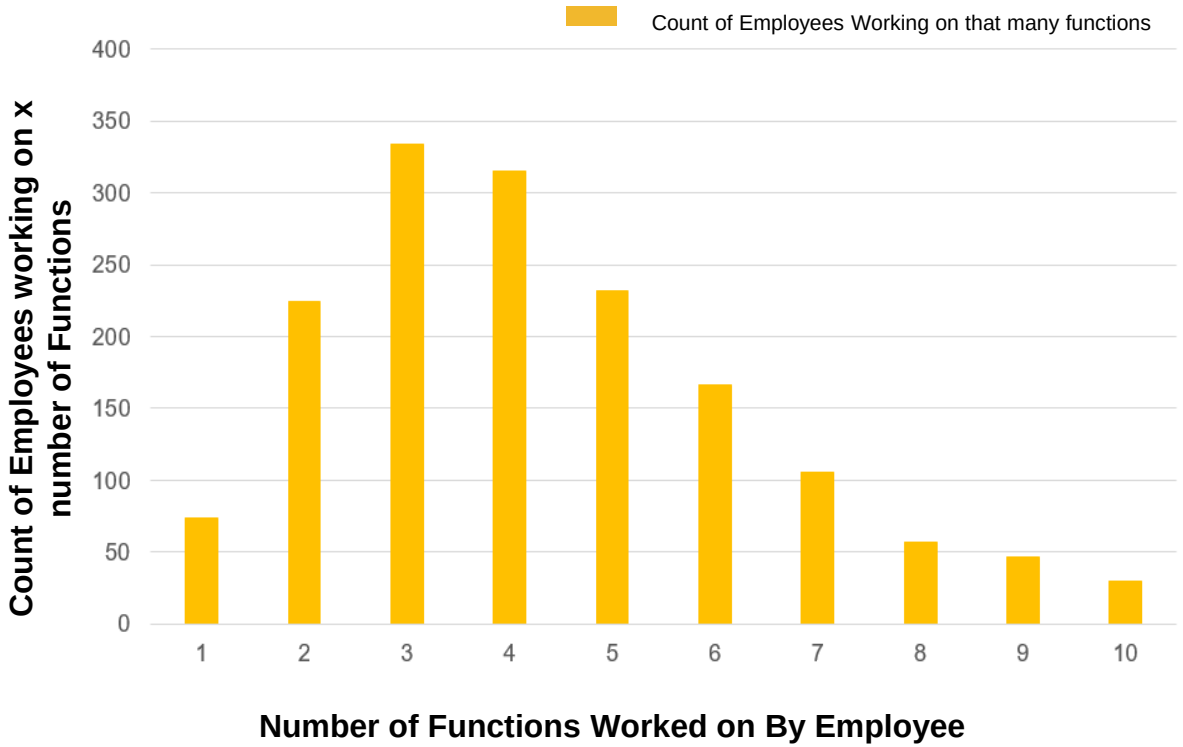


Note: Finance Organization Resources represent respondents who currently report to a Campus or System CFO, while Distributed Finance Resources which represent respondents who do not currently report to a Campus or System CFO.

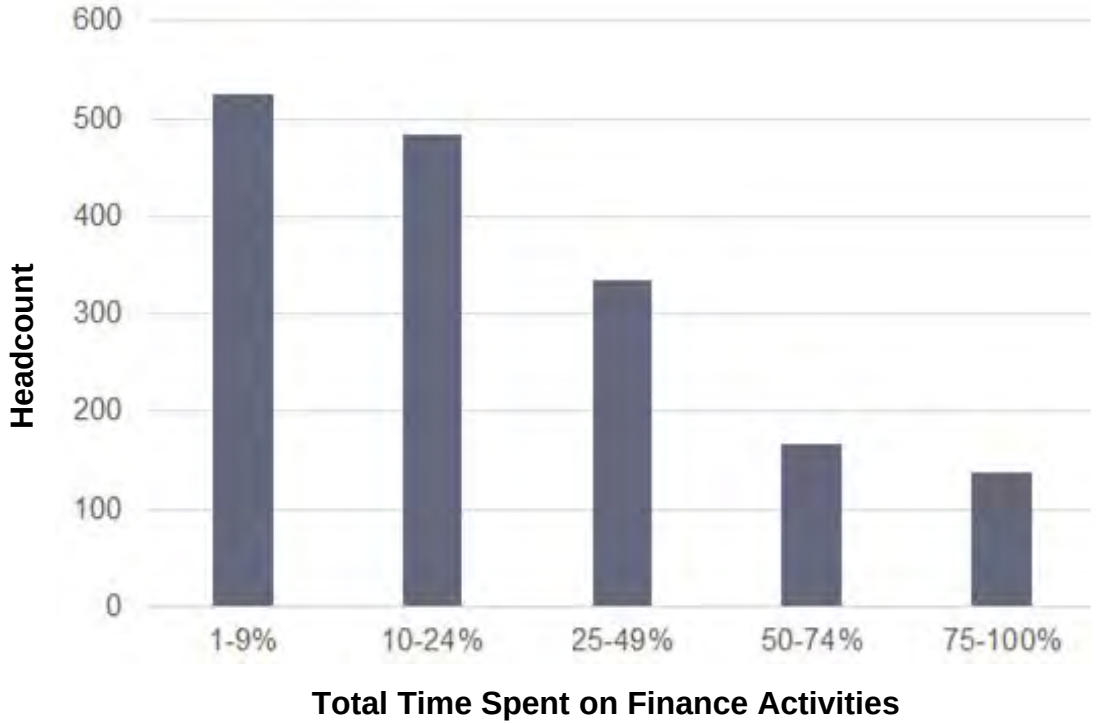
Current State - Distributed Finance Resources

Distributed Finance Resources are “generalists” that **touch many disparate Functions** (e.g. IT, HR, Facilities) and **88%** work on up to 6 Functions outside of Finance.

Count of Functions worked on by Distributed Finance Resources



Distributed Finance Resources Based on Allocation of Time Spent on Finance Activities



Note: Distributed Finance Resources represent respondents who do not report to a Campus or System CFO.

Organizing and Delivering Finance Services in the Future

Organizing Administrative Services in the Future

Financial Leadership
Strategic Campus Partners

- Strategic activities focused on planning, problem-solving and enabling the University objectives (not transactional)
- "Pulls through" Shared Services and Centers of Expertise where needed
- Driven by relationships and requires strong understanding of the business
- Business (Campus) Partners are aligned to campus / units

Centers of Expertise (COE)
Policies, methods and tools

- Translates functional strategy into policies and processes and business rules
- Requires deep subject matter, functional and / or business expertise
- Resolves issues escalated from Service Center
- Leaders typically have smaller span of control

Shared Services (SS)
Transaction processing service support

- Transactional, repetitive, high volume without "in person" contact
- Guided by well-defined, automated processes and / or business rules
- Documented and can be taught to others
- Generally resources are co-located and / or operate virtually
- Leaders typically have greater span of control

Finance Service Delivery Framework (1 of 3)

How the institution interacts with Finance

Prioritization Key
Primary
Secondary
Tertiary

Financial Leadership
Strategic Campus Partners

University Leadership

Communication / accountability

Academic/Operational Leadership
- President
- Chancellor
- Provost / VC
- Dean / Director
- Department Chair

communication / accountability

Financial Leadership
- System CFO
- Campus CFO
- College / Department Fiscal Officers

Communication / accountability

Process Prioritization

Procure - to - Pay
- Performance Management*

Other Processes
- Business Analysis
- Budgeting & Forecasting
- Management Reporting
- Internal Charges
- Resource Allocation
- Management and Administrative

* -denotes Supply Chain and Procurement Function from Activity Analysis

Key Takeaways:
- **Fiscal Responsibility:** Interactions between Academic/Operational and Finance Leadership will drive the fundamental change in fiscal responsibility we are targeting at the University - shared fiscal responsibility.
- **Measurement:** Primary priority areas focus on creating a budget/forecast/actual reporting capability that supports a metric based approach to the measurement of fiscal goals

Note: - Functional roles above represent interactions and communication and do not reflect reporting lines or organizational structure.

Finance Service Delivery Framework (2 of 3)

How the institution interacts with Finance

Financial Leadership

Centers of Expertise

Shared Services

Prioritization Key

Primary

Secondary

Tertiary

Centers of Expertise (COE)

Policies, methods and tools

COE Constituents

- CFOs
- Campus CFO
- Chancellor/Provost
- Deans/ Dept Chair
- Finance Officers

COE

- Treasury
- Financial Reporting
- Internal Audit
- Sourcing, etc.

Process Prioritization

Procure - to - Pay

- Contract Management
- Strategic Sourcing*
- Supplier & Contract Management*
- Policies and Procedures*
- Supplier Diversity*

Other Processes

- Financial/External Reporting
- Internal Audit
- Tax Accg, Compliance, & Planning
- Treasury
- Policies and Procedures
- Process Controls & Compliance
- Risk & Insurance Management
- Perf. Improvement Projects

Key Takeaways:

- The COE process areas are largely already structured in a typical COE delivery model. However, there is opportunity for better consistency around policies and business rules and for improved effectiveness in sourcing functions.
- The COE structure will allow the University to continue to enhance subject matter expertise and build functional resource depth.

Note: - * denotes Supply Chain and Procurement Function from Activity Analysis

Financial Leadership

Centers of Expertise

Shared Services

Finance Service Delivery Framework (3 of 3)

How the institution interacts with Finance

Prioritization Key
Primary
Secondary
Tertiary

Shared Services

Transaction processing service support

SS Constituents

- Employees
- Sponsors / Donors
- Vendors
- Students

Shared Services – Transaction Processing Related

Self-Service ~30-40%
- Information
- Transactions
- Online inquiries

Typical SS Transaction ~40%
- Provide information on policies and procedures
- Support self- service issues
- Accounts Payable / T&E
- AR / Debt Collection / etc

Higher Level / Complex SS Transaction ~20- 30%
- Develop and interpret policy
- Decide on exception requests
- Resolve referred questions and complex issues requiring expert knowledge

Process Prioritization

Procure - to - Pay

- AP / T&E (Payment Processing)
- Procurement Processing*
- Card Program Management*
- Warehousing, Surplus, & Inventory Mgmt*
- Distribution*

Other Processes

- General Accounting
- AR / Debt Cash Collection
- Billing
- Cashiering and Student Acct Mgmt

Key Takeaways:

- Leveraging a Shared Services model allows the University to transform the organization of generalists to an organization of specialists and over time reduce the number of FTEs supporting Finance related functions.
- Significant effort will go into the design of the Shared Services model and contemplate local campus needs into decisions around location, staffing, etc.
- Primary priority process areas initially focus on improvements to the Procure-to-Pay cycle.

Note: - * denotes Supply Chain and Procurement Function from Activity Analysis

Section Closing Discussion

Participant Feedback

Topic	Discussion Item
Conceptual Model	Do you agree with the alignment of processes into the delivery framework o Financial Leadership/Strategic Campus Partner o Centers of Expertise o Shared Services
Process Prioritization	Do you agree with the prioritization of processes to focus on in the near-term?

Supplemental Slides

Conceptual Future State Model for Finance with Prioritization

Prioritization Key
Primary
Secondary
Tertiary

	Financial Leadership	Centers of Expertise	Shared Services
Procure - to - Pay	• Performance Management*	• Contract Management • Strategic Sourcing* • Supplier & Contract Management* • Policies and Procedures* • Supplier Diversity*	• AP / T&E (Payment Processing) • Procurement Processing* • Card Program Management* • Warehousing, Surplus, & Inventory Mgmt* • Distribution*
Other Processes	• Business Analysis • Budgeting & Forecasting • Management Reporting • Internal Charges • Resource Allocation • Management and Administrative	• Financial/External Reporting • Internal Audit • Tax Accounting, Compliance, & Planning • Treasury • Policies and Procedures • Process Controls & Compliance • Risk & Insurance Management • Perf. Improvement Projects	• General Accounting • AR / Debt Collection / Cash Collection • Billing • Cashiering and Student Acct Mgmt

Note: - * denotes Supply Chain and Procurement Function from Activity Analysis
- Resource Allocation was not part of the Activity Analysis
- "Other" has not been incorporated into the Future State Conceptual Model

Finance Scope of Services (1 of 3)

#	Finance Focus Area	Definition
1	Accounts Payable / T&E Accounting	Process and pay vendor and supplier invoices for University expenditures and processing and making payments or employee reimbursements for T&E expenses. Manage One Card purchases as well as process and approve One Card transactions. Approve travel purchases and cash advances.
2	Accounts Receivable / Debt Collection / Cash Collection	Manage money owed to the University by customers who have bought goods or services on credit. It is a current asset that continually turns into cash as customers pay their bills. This does not include accounts receivable related to students, grants, and clinical work. This also includes any effort related to receiving payment and creating deposits and related CRR's at the department level.
3	Billing & Internal Charges	Create and distribute invoices and receipts, for goods or services rendered. Includes the use of ARBI to bill for services provided. Excludes "Cashier's Office " Function for student billing and "Clinical" Function for clinical patient billing. Developing rates for University recharge operations and collecting charges from internal customers.
4	Budgeting & Forecasting	Prepare business unit and department budgets and develop revenue and income forecasts. Focused on the processes performed by the business unit Finance groups.
5	Business Analysis	Provide business analysis and support to managers. Provide operations management with interpretive and predictive financial and non-financial information, analyze cost accounting data for recovery rate development, and price analysis for products / services and new programs.
6	Contract Management	Negotiate, draft, review, edit, establish, and manage contracts. Provide user education, database management, ensure contracts comply with University policies and state laws, provide coordination of campus real estate transactions, and custodian of contract records. Excludes Sponsored Research and Procurement/Supply Chain contracts.
7	Credit Management	Establish and update credit and collection policies, evaluate and authorize credit limits, and review and monitor customer payment histories.

All of the definitions are based on the definition on the Voice of the Customer survey

Finance Scope of Services (2 of 3)

#	Finance Focus Area	Definition
8	Cashiering and Student Account Management	Manage or coordinate the set-up, performance, and maintenance of PeopleSoft Student Financials to ensure proper fee assessment, facilitating the collection of student fee revenue. Review, produce, and provide customer with monthly electronic and/or paper billing statements. Oversee all third party sponsor billing activities. Produce yearly 1098T tax forms per Federal IRS rules. Evaluate waiver requests from campus departments, UM Human Resources, and adjust the student account accordingly. Oversee the fee assessment for Study Abroad programs. Process all student refunds resulting in credit balances from Federal Financial Aid disbursements and/or personal payments. Responsible for overseeing uncashed refund checks that result in funds being returned to the Department of Education or going through the yearly escheated process. Manage and perform collection activities for both currently enrolled students and non-enrolled students. Process credit adjustments to student's accounts due to withdrawing from the institution and/or receiving residency. Accept student account payments from varied sources and process campus departmental cash received reports. Prepare daily bank deposit. Oversee and manage the collection of the following loan funds: Perkins, Nursing, Health Professions, and institutional loans. Provide customer service to students, families, campus community and external customers. Assist students, parents and staff to resolve complaints and arbitrate disputes. Responsible for the reconciliation of the A/R student balance sheet chartfield strings.
9	Financial / External Reporting	Prepare consolidated financial information in accordance with external requirements such as Generally Accepted Accounting Principles (GAAP) and other regulatory reporting requirements.
10	General Accounting	Reconcile and consolidate financial information on a periodic basis. This includes activities related to chart of accounts, journals, internal accounting, fixed asset accounting, inventory accounting, closing the books, transaction checklist, and consolidation. Includes payroll review / reconciliation. Reconcile feeds from source systems into PeopleSoft General Ledger.
11	Internal Audit	Manage and conduct internal audits and consulting projects. Conduct risk assessments. Report to oversight committees and government entities. Manage the system-wide hotline and investigations. Address compliance concerns/issues and follow-up on agreed to management action plans.
12	Management and Administrative	Management of own unit and/or perform administrative tasks for own unit such as attending meetings, data entry, and department trainings. Management includes setting and communication of goals, determining actions to achieve goals, as well as allocating and managing financial, physical, and human resources to accomplish goals. Includes time spent granting, managing and reviewing access to financial systems (PeopleSoft, Hyperion, Webapps, Cognos).

All of the definitions are based on the definition on the Voice of the Customer survey

Finance Scope of Services (3 of 3)

#	Finance Focus Area	Definition
13	Management Reporting	Compile and create management reports as required to enable managers to make decisions.
14	Performance Improvement Projects	Support Finance improvement projects related to process optimization, technology enablement or organizational effectiveness. Only individuals that support overall Finance improvement initiatives as a part time or full time responsibility should allocate time to this process.
15	Policies and Procedures	Develop, manage, and provide training on University policies regarding Finance.
16	Process Controls & Compliance	Provide a system of controls and continuous auditing to monitor compliance with expectations for performance.
17	Risk & Insurance Management	Manage the insurance process at the institution including risk financing, claims management and Safety and Risk Management Consulting.
18	Tax Accounting, Compliance, and Planning	Ensure compliance and prepare and file tax returns. Advise on appropriate strategies for minimizing the organization's tax liability as well as financing and commercial transactions between entities in multiple tax jurisdictions to minimize adverse tax consequences and managing the University structure to ensure tax-planning assumptions continue to be valid.
19	Treasury	Manage cash flows, investments and related financial risks. Includes cash management, risk management – tasks necessary to manage cash flows, investments and related financial risks.
20	Other	Time spent supporting activities not included above should be allocated here. Ensure that these activities are not represented in another function before allocating time here, as the use of this category should be a rare exception. A brief description in the notes column MUST BE PROVIDED if activities cannot be defined in the other categories.

All of the definitions are based on the definition on the Voice of the Customer survey

Collaborative Design Session Breakout #2:

Future State Service Delivery Model and Conceptual Models for HR

Session Objectives

Questions for Consideration	Topics for Discussion	Outputs of our Discussion
What are the primary areas of opportunity to improve services and drive efficiencies? What are the benefits of shifting to the outlined service delivery model? What are the primary dependencies or concerns?	• Activity Analysis • Model for how HR services could be *delivered* in the future	***Gain alignment on how to deliver & organize HR services in the future***

Organizing Administrative Services in the Future

Strategic Campus Partners

- Strategic activities focused on planning, problem-solving and enabling the University objectives (not transactional)
- "Pulls through" Shared Services and Centers of Expertise where needed
- Driven by relationships and requires strong understanding of the business
- Strategic Campus Partners are aligned to campus / units

Centers of Expertise (COE)

Policies, methods and tools

- Translates functional strategy into policies and processes and business rules
- Requires deep subject matter, functional and / or business expertise
- Resolves issues escalated from Shared Services
- Leaders typically have smaller span of control

Shared Services (SS)

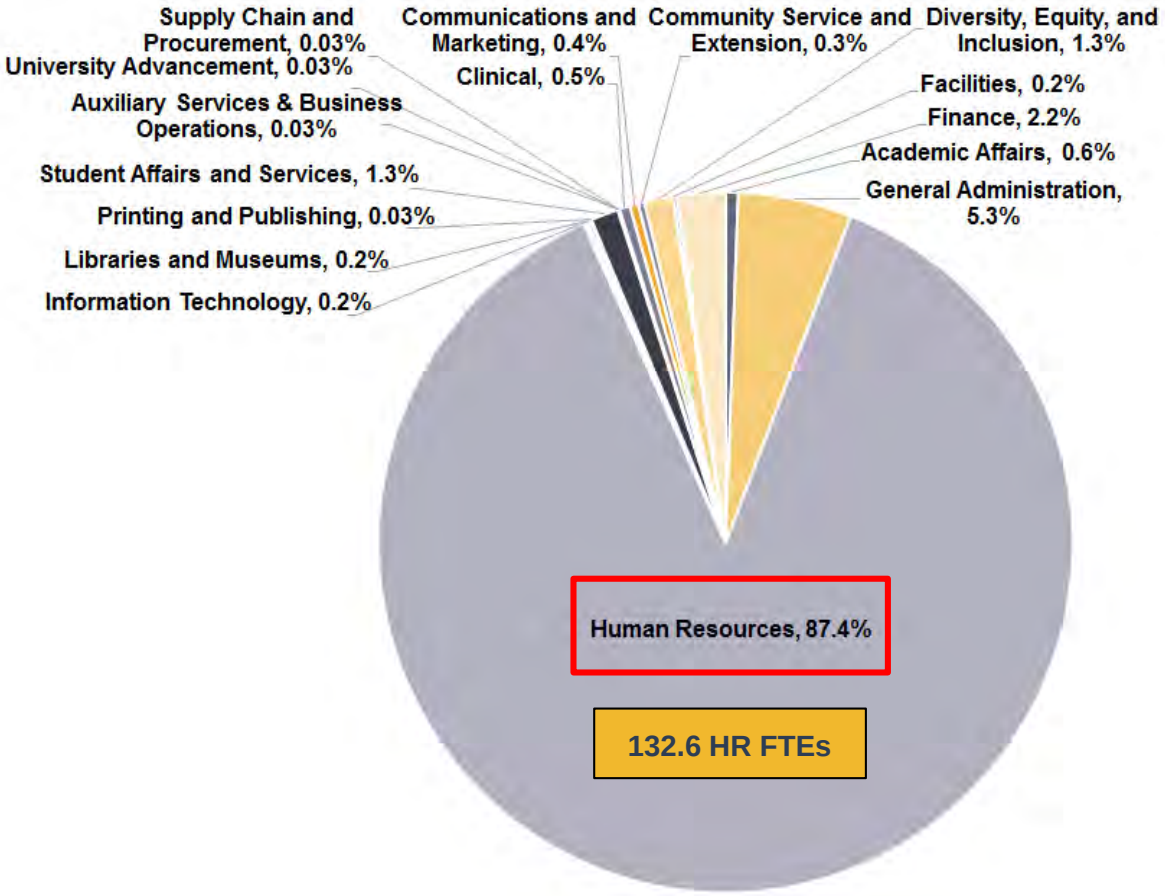
Transaction processing service support

- Transactional, repetitive, high volume without "in person" contact
- Guided by well-defined, automated processes and / or business rules
- Documented and can be taught to others
- Generally resources are co-located and / or operate virtually
- Leaders typically have greater span of control

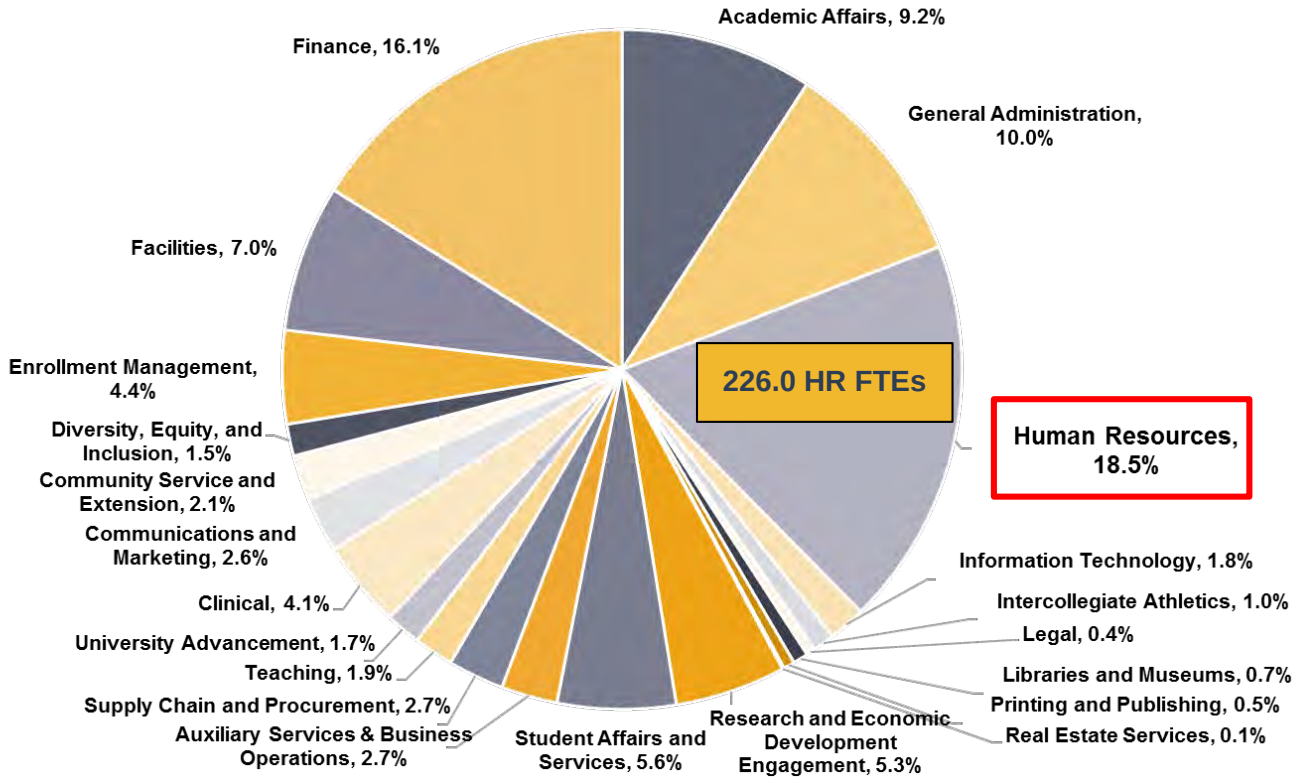
Summary of HR Activity Analysis Findings

Current State - HR Resources

Allocation of HR Organization Resources Time by Function
156 Headcount



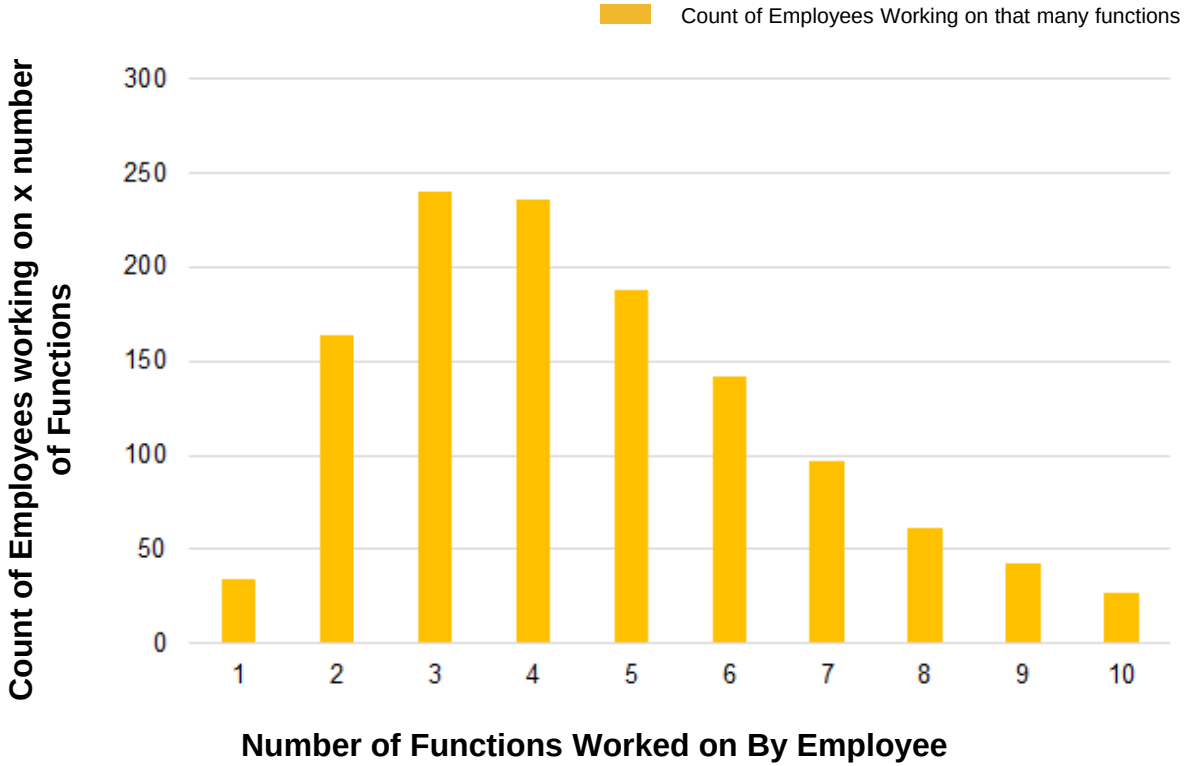
Allocation of Distributed HR Resources Time by Function
1,289 Headcount



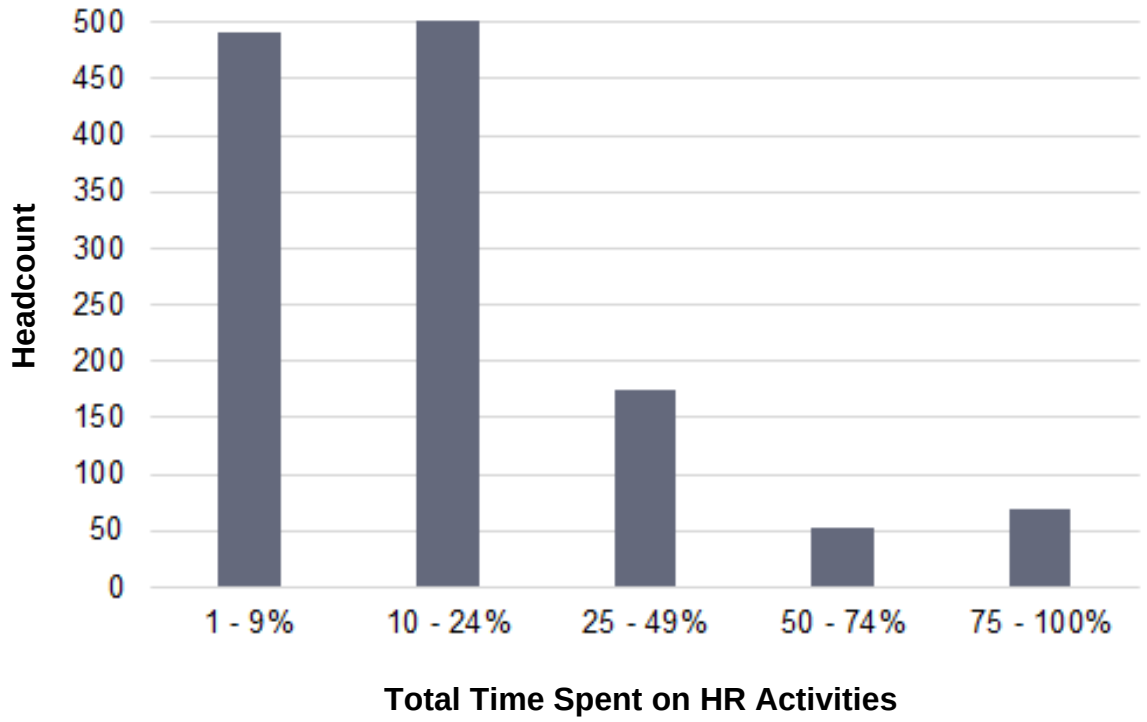
Note: HR Organization Resources represent respondents who currently report to a Campus or System CHRO, while Distributed HR Resources which represent respondents who do not currently report to a Campus or System CHRO.

Current State - Distributed HR Resources

Count of Functions worked on by Distributed HR Resources



Distributed HR Resources Based on Allocation of Time Spent on HR Activities



Note: Distributed HR Resources represent respondents who do not report to a Campus or System CHRO.

Organizing and Delivering HR Services in the Future

Concepts for Organizing HR Services in the Future

HR Strategic Campus Partners

Consultant to business leaders, drives local delivery & execution of system-wide HR strategies and programs including:

- Workforce Planning
- Employee Relations
- Talent development & performance management
- Succession planning
- Org development & learning
- Change Management Execution

HR Centers of Expertise

Policies, methods and tools

Areas listed below represent services that should ideally be delivered via a Center of Expertise model, but do not imply dedicated teams, roles or locations of how services will be delivered

- Recruiting
- Onboarding
- Talent Management
- Learning & Development
- Change Management & Culture
- Employee Relations
- Labor Relations
- Compensation
- Benefits and Retirement
- Wellness
- Diversity & Inclusion
- HR Technology & Workforce Analytics
- HR Strategy and Programs
- Academic HR

HR Shared Services

Transaction processing and service support

- Customer Service Center
- Administrative Processing
- Total Rewards Administration
- HR Reporting
- HR Technology
- Payroll, Time & Attendance

So… What are the “Big Shifts” or Areas of Opportunity in HR?

1 Introducing new HR Strategic Campus Partner roles

Primary Benefits:

- *Single point of contact for leader who can proactively plan and triage “people” needs*
- *Improve communication between units and HR*
- *Focused on consultative strategic planning and forecasting of HR needs*
- *Greater consistency in levels of service and quality*

Examples:

- *Longer-term workforce planning*
- *Skill gaps and performance management*
- *Conflict resolution*

Existing Success Stories:

- *Current campus “HR Business Partner” roles contain some similar elements to proposed “HR Campus Partner” role*

2 Expanding HR Centers of Expertise

Primary Benefits:

- *Create greater specialization of HR skills to support departmental needs*
- *Expand candidate pools and reduce time / effort spent by depts and academic resources on recruiting, offer management and onboarding*
- *Provide greater discipline and clarity on career path opportunities*
- *Further develop staff skillsets*
- *Enable University’s employee value proposition*

Examples:

- *“Full Cycle” Recruiting, Selection, Onboarding*
- *Training, Learning and Development*
- *Talent Management*
- *Organizational Effectiveness and Change Management*

Existing Success Stories:

- *MU Healthcare full-cycle recruiting for clinicians*

3 Shifting HR transactional work to shared services and “self-service”

Primary Benefits:

- *Reduce risk for University and employees*
- *Free up capacity in depts / academic resources*
- *Reduce HR rework*

Examples:

- *Leave of absence / FMLA*
- *Time & attendance*
- *Non-resident alien taxation*
- *Employee records management*
- *Personnel action forms (ePAFs)*

Existing Success Stories:

- *Retirement self-service tool (“side by side” service)*
- *MU Core Administrative Processing Services (CAPS)*

Priority HR Process Areas for Detailed Design

HR Process Areas

#	Process Area
1	Recruiting, Selection & Onboarding (*including pre-boarding and onboarding admin*)
2	Workforce Admin & Processing (*ex. leave of absence administration*)
3	Employee Relations
4	Employee Records Management & Data Maintenance
5	Role of the HR Campus Partner

Cross-Functional Process Areas

#	Process Area
1	Payroll, Time & Attendance *(in coordination with Finance)*

Section Closing Discussion

Participant Feedback

Topic	Discussion Item
Conceptual Model	Do you agree with the alignment of processes into the delivery framework o Strategic Campus Partner o Center of Expertise o Shared Services
Process Prioritization	Do you agree with the prioritization of processes to focus on in the near-term?

Supplemental Slides

HR Scope of Services

HR Focus Area	Definition
Benefits and Retirement	Deliver employee benefit plans, including enrollment and administration (e.g., health plans, flexible spending accounts, retirement plans, workers' compensation, processing data, managing vendor relationships, processing forms, risk management, etc.).
Compensation and Job Classification	Design, implement and manage compensation strategy, program design and processing (e.g. base pay, incentives, salary planning, position requests (PCQs), market analysis, etc.)
Employee and Labor Relations	Provide coaching and guidance to managers on the disciplinary action process. Manage employee concerns/complaints and/or union grievance processes.
Organizational Effectiveness and Change Management	Partner with managers to develop and implement action plans. Partner with leaders to drive adoption and gain consensus.
Payroll/Time and Attendance	Report and approve time, monitor types of hours worked. Manage payroll process including time, deductions, adjustments and accruals.
Recruitment, Selection and Onboarding	Manage recruiting/talent acquisition process (e.g., maintain job postings, identify and screen potential candidates, facilitate interview process) and pre-employment verification including background checks, references and managing offer and on-boarding process.
Talent Management	Design and implement performance management program (e.g., define measurement framework, train managers on process). Design and implement leadership development programs. Model future demand for talent, identify talent gaps and develop remediation plan.
Training and Learning Development	Conduct learning needs assessment and develop training to meet identified needs. Provide in-person and/or online learning opportunities to support employees' professional growth and development.
Workforce Administration and Processing	Manage the administrative processes of the organization's workforce throughout the employment life-cycle (e.g. employee data entry and maintenance, electronic Personnel Action Forms (ePAF), transition assistance, job changes/transfers and separations).

All of the definitions are based on the definition on the Voice of the Customer survey

Organizing HR Services in the Future

HR Strategic Campus Partners

Consultant to business leaders and drives local delivery & execution of system-wide HR strategies and programs including:

Workforce planning
- Planning for faculty and staff recruitment

Employee Relations
- Manager coaching and counseling
- First line conflict resolution

Talent development & performance management

Succession planning

Org development & learning

Change Management Execution
- Change management
- Culture transformation initiatives
- Organization design

HR Centers of Expertise

Policies, methods and tools

Recruiting
- Talent acquisition strategy
- Sourcing and recruitment
- Offer management
- Contingent workforce

Onboarding
- Onboarding strategy & process

Talent Management
- Performance management
- Career pathing
- Succession planning
- Leadership development
- Talent development
- Exit interviews
- Employee engagement & recognition

Learning & Development
- L&D design and delivery

Change Management & Culture
- Org diagnosis and design
- Change management framework & interventions

Employee Relations
- Grievances and investigations
- Mediation

Labor Relations
- Collective bargaining agreements
- Labor training

Compensation
- Compensation program strategy / design
- Equity compliance
- Job evaluation, salary, job structures
- Compensation philosophy
- Incentive/variable comp
- Market survey and analysis

Benefits and Retirement
- Benefits program strategy / design
- Leave management programs (faculty & staff)
- Vendor management
- EAP

Wellness
- Program strategy, design, and execution

Diversity & Inclusion
- Execution of D&I plan
- D&I Training

HR Technology & Workforce Analytics
- System configuration
- Application rationalization
- Workforce intelligence and analytics strategy
- HR internal & external dashboard

HR Strategy and Programs
- Process Improvement
- Program strategy and design

HR Shared Services

Transaction processing and service support

Customer Service Center
- Tier one support
- General employee and manager inquiries
- Basic to intermediate issue resolution

Administrative Processing
- Pre-boarding and onboarding administration
- Learning management administration
- Employee records management

Total Rewards Administration
- Health & wellness, retirement, compensation administration
- Leave administration / workers' compensation

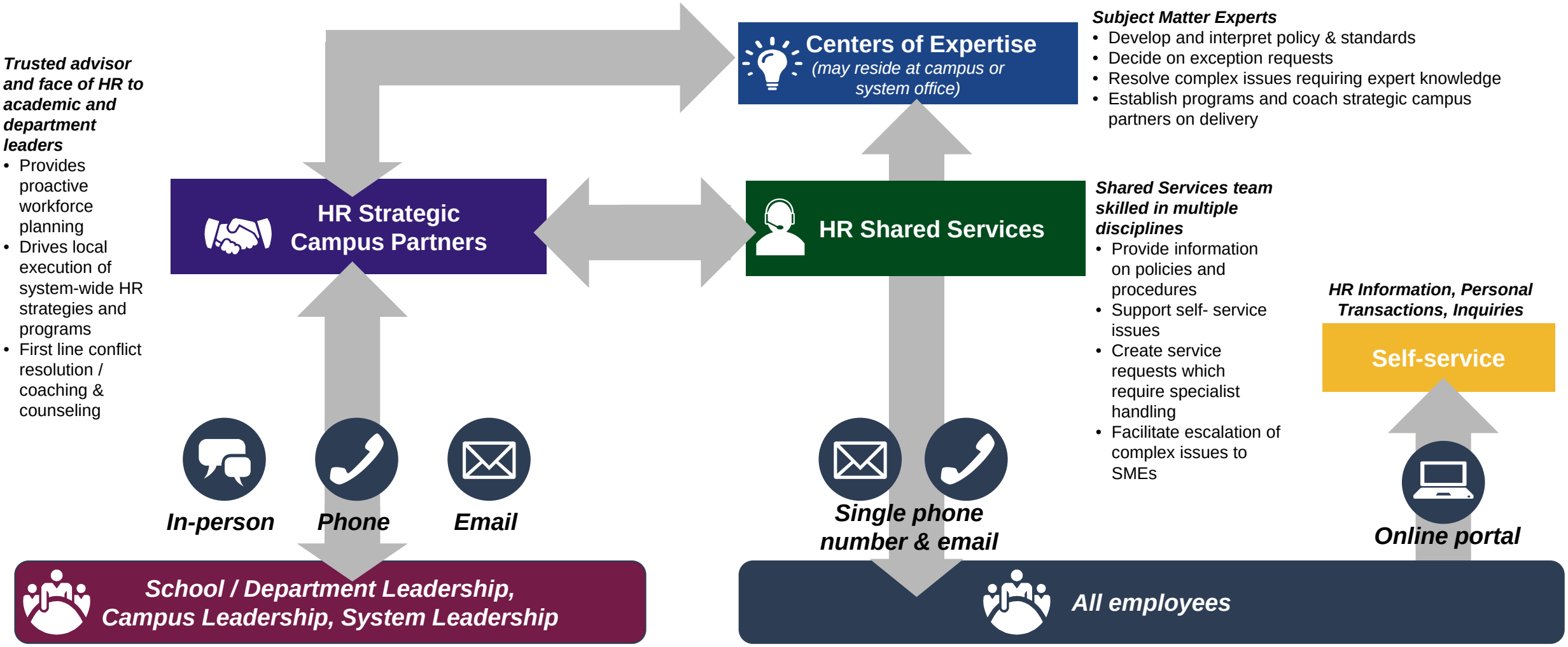
HR Reporting
- Compliance and regulatory
- Diversity reporting

HR Technology
- PeopleSoft helpdesk
- Helpdesk (e.g., PeopleSoft, LMS, Application Tracking System, Performance Management System)
- Employee data creation and maintenance

Payroll, Time & Attendance

Delivering HR Services in the Future

*(Does **not** represent location, geography, placement of services, or reporting lines)*



Collaborative Design Session Breakout #2:

Future State Service Delivery Model and Conceptual Models for IT

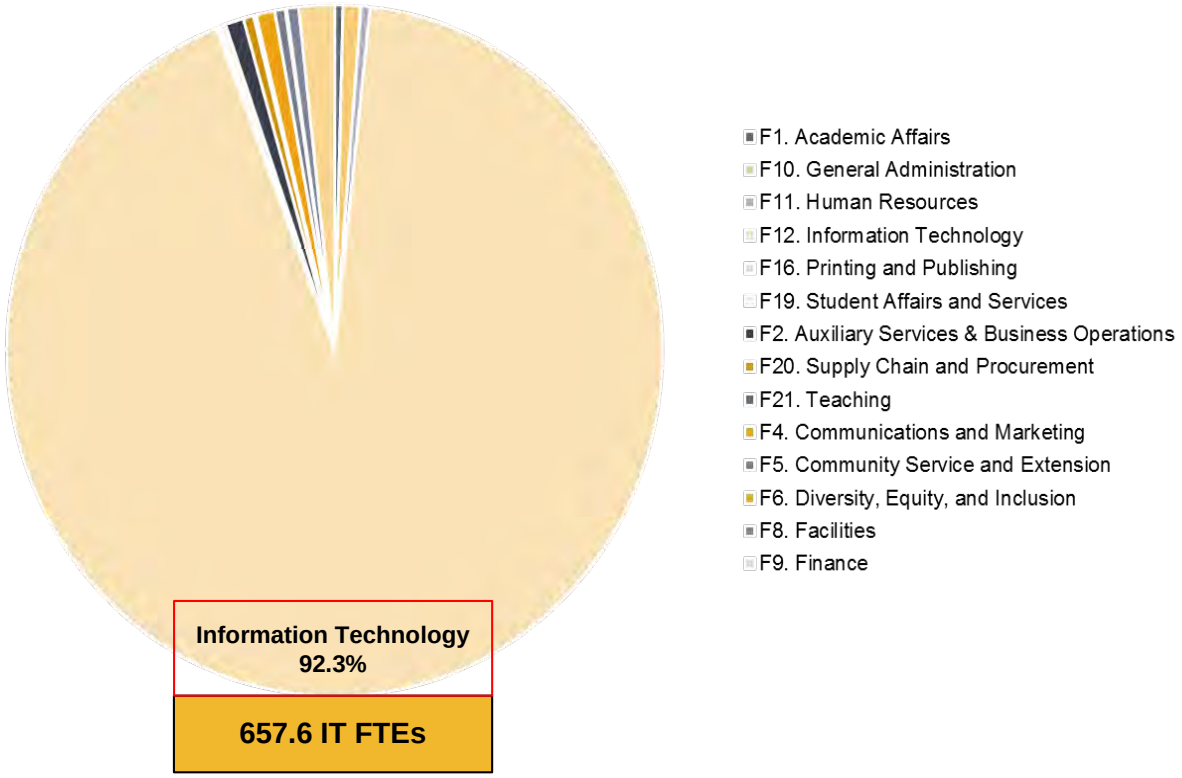
Session Objectives

Questions for Consideration	Topics for Discussion	Outputs of our Discussion
What are the primary areas of opportunity to improve services and drive efficiencies? **What are the benefits of shifting to the outlined service delivery model? What are the primary dependencies or concerns?**	• **Activity Analysis** • **Model for how IT services could be delivered in the future**	***Gain alignment on how to deliver & organize IT services in the future***

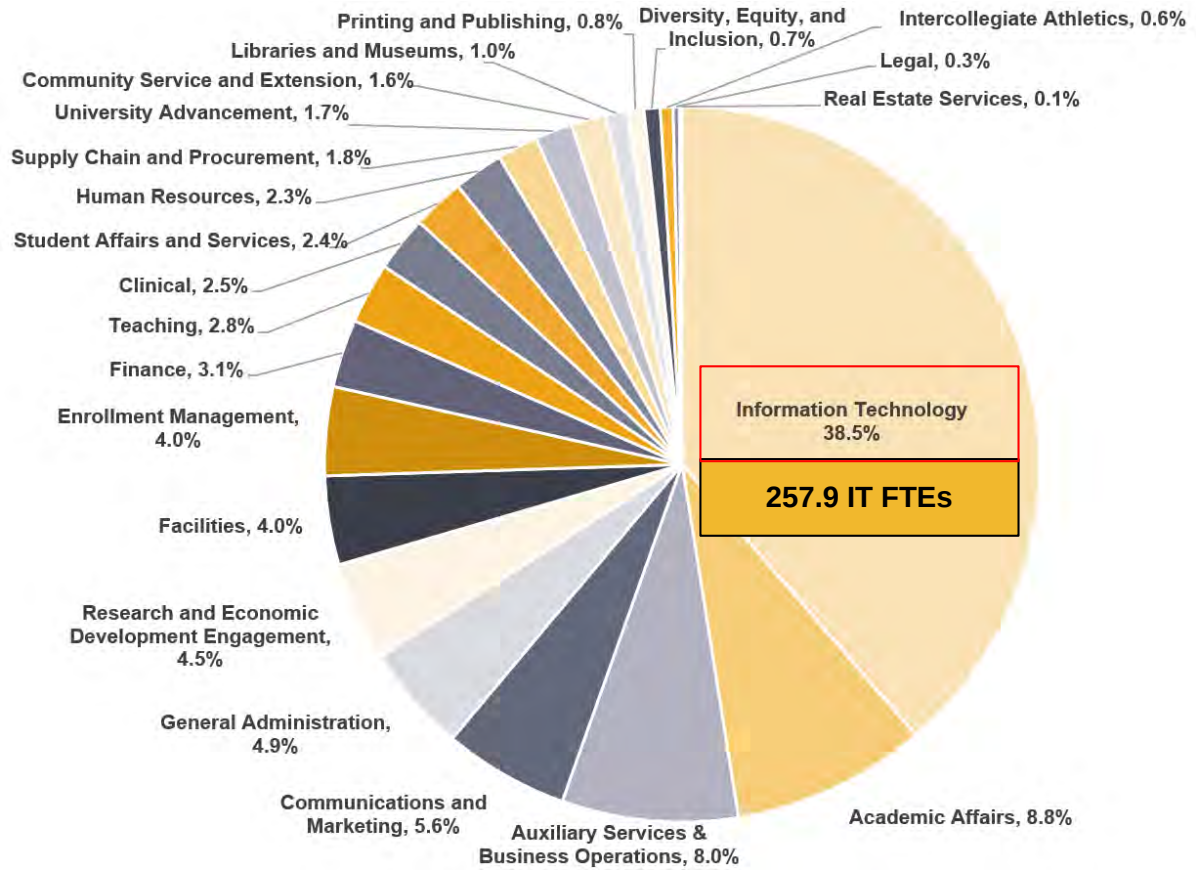
Summary of IT Activity Analysis Findings

Current State - IT Resources

Allocation of IT Organization Resources Time by Function
783 Headcount



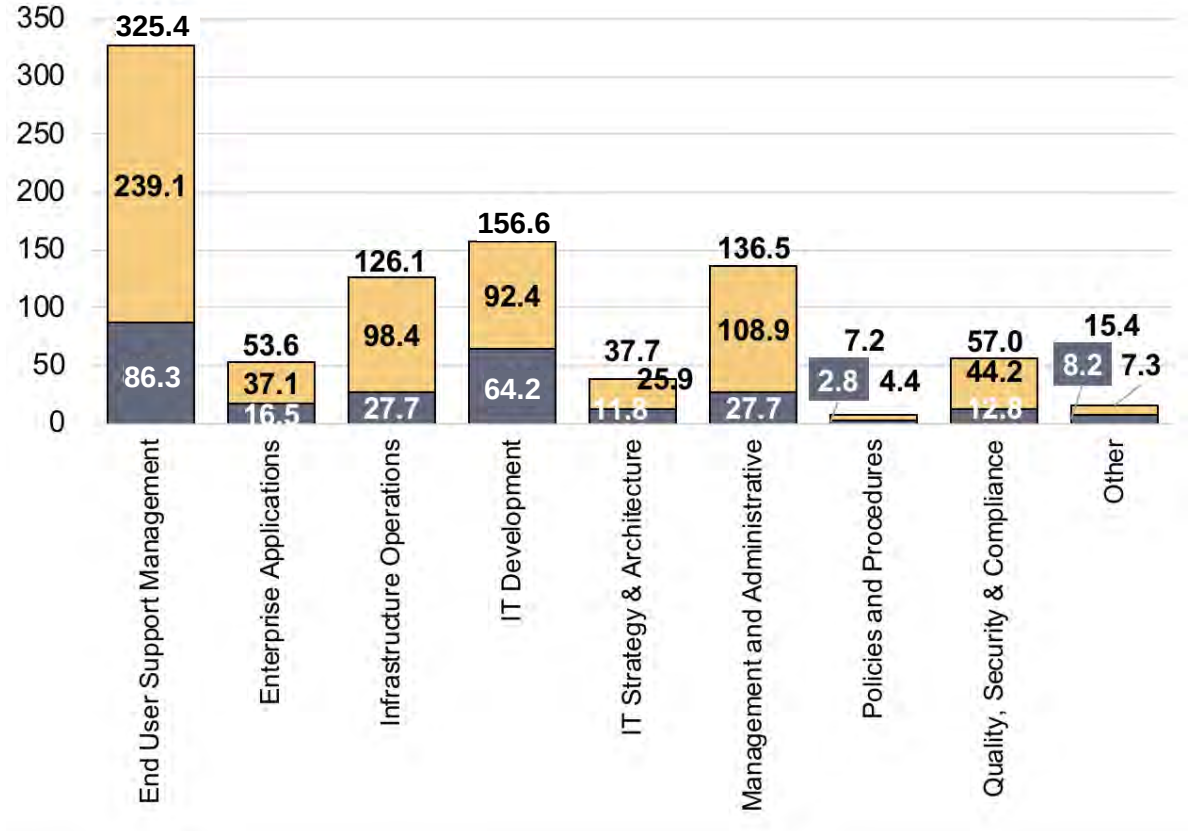
Allocation of Distributed IT Resources Time by Function
799 Headcount



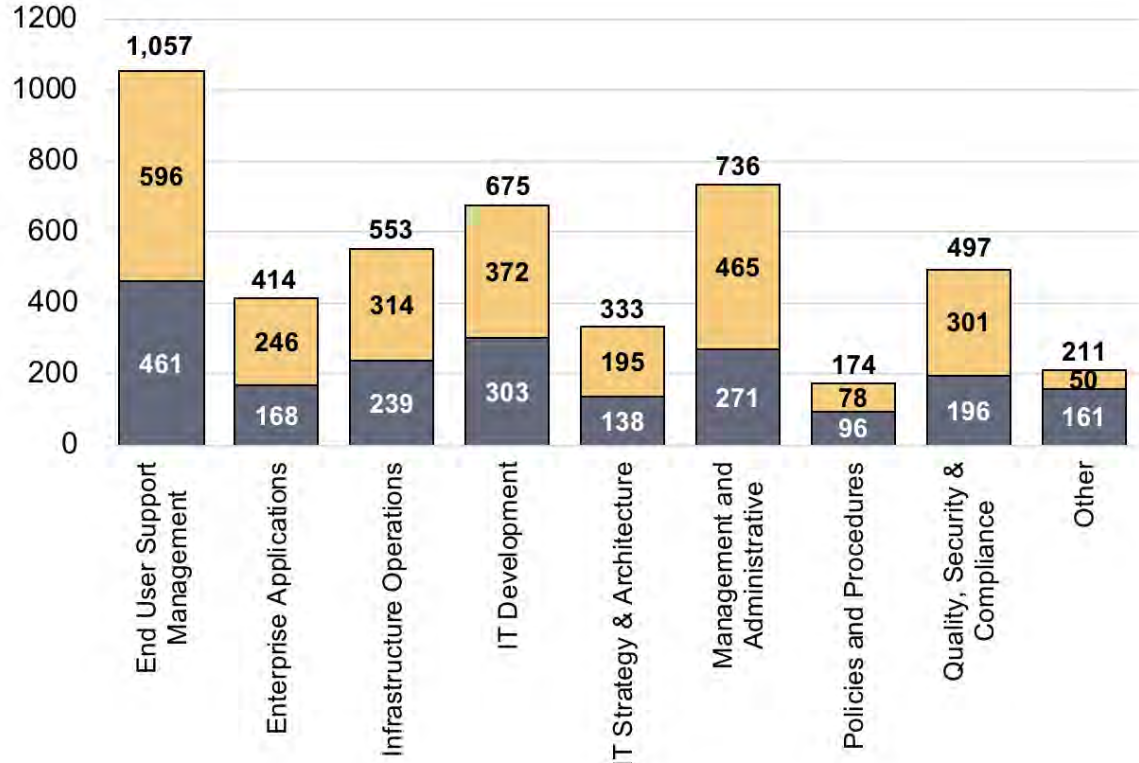
Note: IT Organization Resources represent respondents who currently report to a Campus or System CIO, while Distributed IT Resources which represent respondents who do not currently report to a Campus or System CIO. Excludes MOREnet

Distribution of IT FTEs and Headcounts by Process

FTEs* doing IT work by Process



Headcount* of those doing IT work, per Process



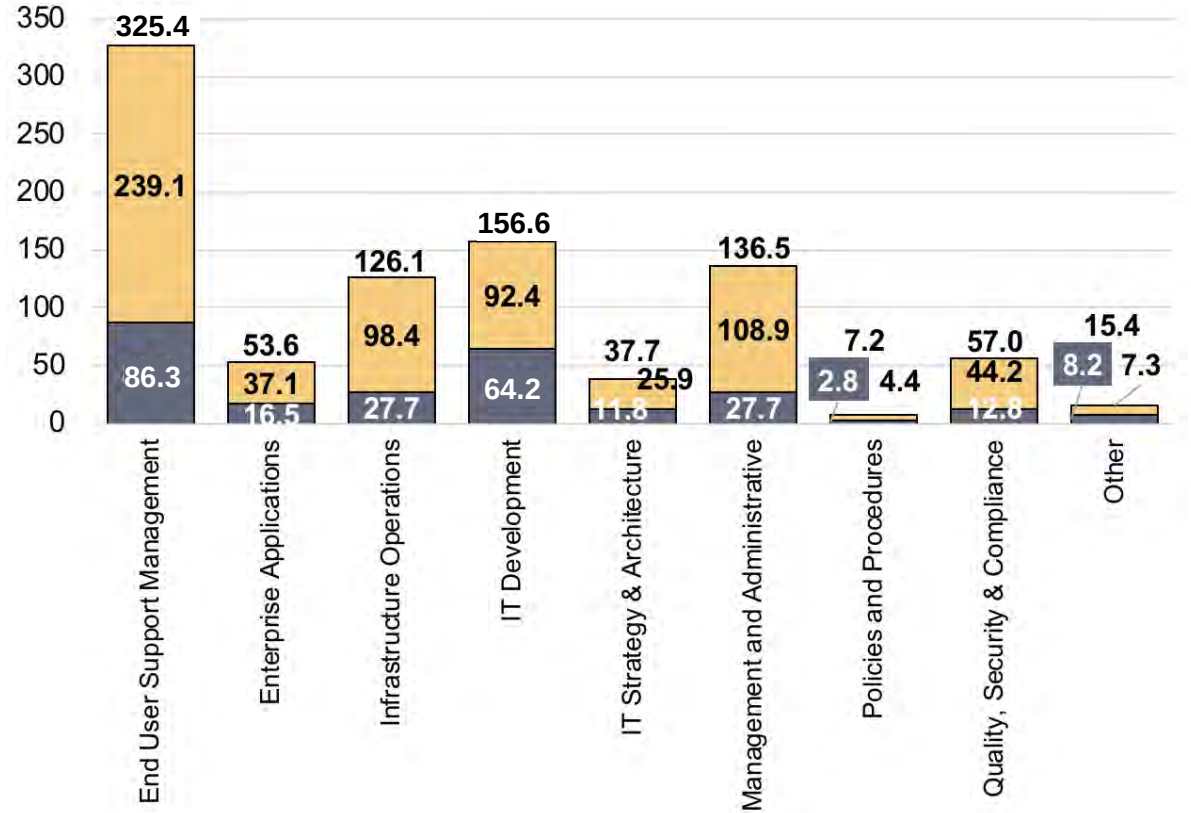
Key: Direct IT / Distributed

* Number excludes MOREnet resources & includes students

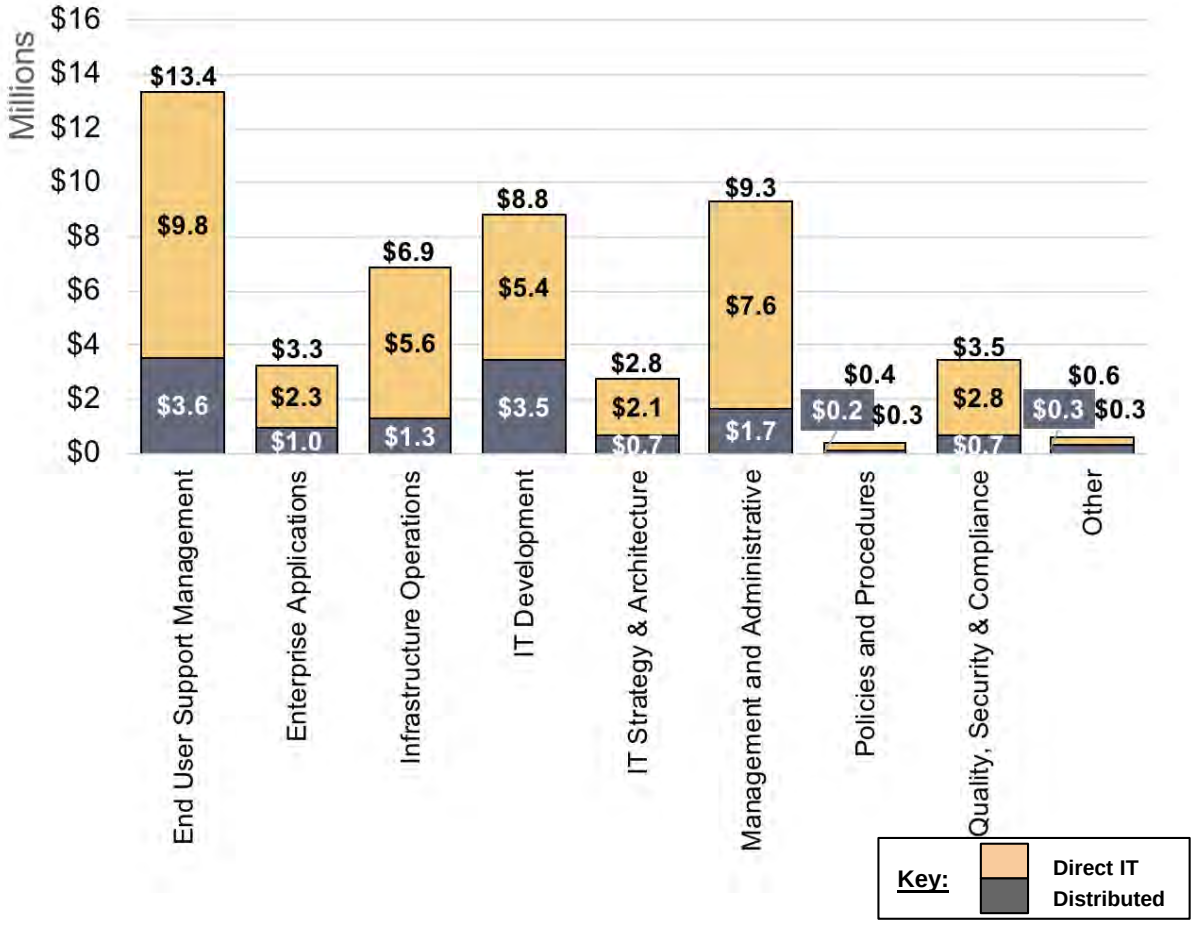
*Counts not unique across processes. Cannot be added

Distribution of IT FTEs and Cost by Process

FTEs* doing IT work by Process



Cost of FTEs* doing IT work by Process



* Number excludes MOREnet resources & includes students

*Counts not unique across processes. Cannot be added

Organizing and Delivering IT Services in the Future

Organizing Administrative Services in the Future

Strategic Campus Partners

- Strategic activities focused on planning, problem-solving and enabling the University objectives (not transactional)
- "Pulls through" Shared Services and Centers of Expertise where needed
- Driven by relationships and requires strong understanding of the business
- Resources are dispersed and aligned to campus / dept / school

Centers of Expertise (CoE)

Policies, methods and tools

- Translates functional strategy into policies and processes and business rules
- Requires deep subject matter, functional and / or business expertise
- Resolves issues escalated from Shared Services
- Leaders typically have smaller span of control

Shared Services (SS)

Transaction processing and call center support

- Transactional, repetitive, high volume without "in person" contact
- Guided by well-defined, automated processes and / or business rules
- Documented and can be taught to others
- Generally resources are co-located and / or operate virtually
- Leaders typically have greater span of control

Conceptual Model for Future IT

Strategic Campus Partners

IT Development
- Scientific Analysis Software Development

Academic IT Support
- SAP HANA Big Data Analytics
- Data Wrangling and Modeling
- Hybrid Cloud Environments
- HADOOP Clusters
- SAP ERP Environment
- Production Labs
- Specialized Academic IT Support Not Covered Underneath IT Shared Services or CoE

IT Strategy & Architecture
- Business Relationship Management
- People Management & Resourcing

Management & Administration
- Project Management and Coordination
- Student and Intern Management

Centers of Expertise

Infrastructure Operations
- Cloud Infrastructure Management

IT Strategy & Architecture
- Organization Strategy
- Technology Innovation
- Enterprise Architecture
- Portfolio Management
- Disaster Recovery Strategy and Planning
- Business Continuity Strategy and Planning
- Demand & Capacity Management
- Cloud Vendor and Contract Management
- Data Warehousing

IT Development
- Application and Infrastructure (Design)
- Application Integrations
- Business Intelligence and Data Analytics
- Data Visualization

Quality Assurance
- Solution Testing

Policy & Procedures
- Policy Creation
- Policy Management
- Policy Enforcement

Enterprise Applications
- SaaS Application Management
- Other Speciality Applications

Management & Administrative
- Administrative Oversight
- IT Acquisition and Asset Management
- IT Contract Management
- IT Consulting Services
- IT Vendor Management
- Program Management and Coordination
- Retention
- SLA Management
- Talent Management
- Communications
- Data and Content Collection and Entry
- IT Cost Assessment

Research IT Support
- HPC
- Instrumentation
- Unmanned Aerial Vehicles
- Manned Flight
- Unix Workstations
- Specialized Research IT Support Not Covered Underneath IT Shared Services or CoE

Shared Services

End User Support
- Service Desk
- Endpoint Support
- Classroom and Computer Lab Support

Infrastructure Operations
- Data Center & IT Facility Management
- Network Support
- Server Support
- Technical Collaboration Infrastructure
- Storage Support
- Database Support

Management & Administrative
- Chargeback Metrics and Measures

IT Development
- Application and Infrastructure (Build)
- Release Management

Enterprise Applications
- E-mail & Authentication Administration
- HR
- Student
- Finance
- Advance
- Other Common Applications Across System

Security & Compliance
- Identity & Access Management
- Network Security Management
- Security Awareness and Accreditation
- Security Incident Management
- Security Threat and Vulnerability Testing
- Cloud Security and Provisioning
- IT Risk Mgmt & Mitigation Planning
- Regulation and Policy Compliance
- Investigations and Forensics

IT Service Delivery Model of the Future

Represents interaction (service delivery) between IT and its customers
*Does **not** represent location, geography, or placement of services*

Subject Matter Experts, and face to IT Leadership
- Drives execution of system-wide IT strategies and programs
- Provides information on policies and procedures
- Facilitates agility

Centers of Expertise

IT Strategic Campus Partners

IT Strategic business and campus Partners
- Trusted advisor and IT's representative to academic, department, administrative and campus leaders

Shared Services

Shared Services team skilled in multiple areas
- Creates incidents, service requests, change requests
- Facilitates escalation of complex issues to higher tiers and SMEs as needed

Self-Service Portal
- Supports self-service incidents, service requests and change requests

Self-service

School / Department Leadership, Campus Leadership, Research, Academic Leadership, Administrative Leadership

University-Wide IT Leadership

Students, Employees, Alumni, Community

Conceptual Model for Future IT

Strategic Campus Partners

IT Development
- Scientific Analysis Software Development

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- SAP HANA Big Data Analytics
- Data Wrangling and Modeling
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- SAP ERP Environment
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IT Strategy & Architecture
- Business Relationship Management
- People Management & Resourcing

Management & Administration
- Project Management and Coordination
- Student and Intern Management

Centers of Expertise

Infrastructure Operations
- Cloud Infrastructure Management

IT Strategy & Architecture
- Organization Strategy
- Technology Innovation
- Enterprise Architecture
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- Investigations and Forensics

Key: Primary Priority Process Areas | Secondary Priority Process Areas | Tertiary Priority Process Areas | In-Flight Process Area

Section Closing Discussion

Participant Feedback

Topic	Discussion Item
Conceptual Model	Do you agree with the alignment of processes into the delivery framework o Strategic Campus Partners o Center of Expertise o Shared Services
Process Prioritization	Do you agree with the prioritization of processes to focus on in the near-term?

Supplemental Slides

Scope of IT Services

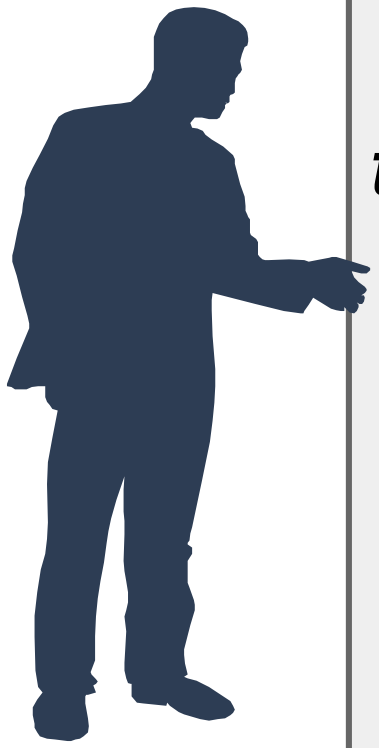
Customer Facing	Non Customer Facing	Management
• End User Support • Academic IT Support • Research IT Support • Enterprise Applications	• Infrastructure Operations • IT Development • Security & Compliance • Quality Assurance	• Management & Administrative • IT Strategy & Architecture • Policies & Procedures

Service Descriptions

- **End User Support** - Run business-as-usual IT operations for end users and end-point devices including workstations, tablets, printers, mobile, etc.
- **Academic IT Support** - IT activities / capabilities needed to support academic activities
- **Research IT Support** - IT activities / capabilities needed to support research activities
- **Enterprise Applications** - Run business-as-usual IT operations in custom and vended server or cloud based applications
- **Infrastructure Operations** - Run business-as-usual IT operations in facilities, hardware, network, and telecom
- **IT Development -** Design, build, test and service introduction - making changes to software and/or infrastructure according to demand and overall service strategy
- **Security & Compliance** - Ensure that what is done is fit for purpose and complies with security and standards
- **Quality Assurance** - Maintenance of a desired level of quality in a service / product, especially by means of attention to every stage of the process of delivery / production
- **Management & Administrative** - Management of own unit and/or perform administrative tasks for own unit such as attending meetings, data entry, and department trainings. Management includes setting and communication of goals, determining actions to achieve goals, as well as allocating and managing physical, and human resources to accomplish goals
- **IT Strategy & Architecture** - Lead the IT organization and provide a vision and direction for services
- **Policies & Procedures** - Develop, manage, and provide training on University policies regarding IT

Report Out - Future State Service Delivery Models and Conceptual Models

Report Out - Future State Service Delivery Models and Conceptual Models



What are the primary areas of opportunity to improve services and drive efficiencies?

What are the benefits of shifting to the outlined service delivery models? What are the primary dependencies or concerns?

Conceptual Model for Future Finance

	Finance Leadership (Strategic Campus Partners)	Centers of Expertise	Shared Services
	Consultant to business leaders, drives local delivery & execution of System-wide strategies and programs including:	***Policies, methods and tools*** *Areas listed below represent services that should ideally be delivered via a Center of Expertise model, but do not imply dedicated teams, roles or locations of how services will be delivered*	***Transaction processing and service support***
Procure - to - Pay	• Performance Management*	• Contract Management • Strategic Sourcing* • Supplier & Contract Management* • Policies and Procedures* • Supplier Diversity*	• AP / T&E (Payment Processing) • Procurement Processing* • Card Program Management* • Warehousing, Surplus, & Inventory Mgmt* • Distribution*
Other Processes	• Business Analysis • Budgeting & Forecasting • Management Reporting • Internal Charges • Resource Allocation • Management and Administrative	• Financial/External Reporting • Internal Audit • Tax Accounting, Compliance, & Planning • Treasury • Policies and Procedures • Process Controls & Compliance • Risk & Insurance Management • Performance Improvement Projects	• General Accounting • AR / Debt Collection / Cash Collection • Billing • Cashiering and Student Acct Mgmt

Note: - * denotes Supply Chain and Procurement Function from Activity Analysis
- Resource Allocation was not part of the Activity Analysis
- “Other” has not been incorporated into the Future State Conceptual Model

Conceptual Model for Future HR

HR Strategic Campus Partners

Consultant to business leaders, drives local delivery & execution of system-wide HR strategies and programs including:

- Workforce Planning
- Employee Relations
- Talent development & performance management
- Succession planning
- Org development & learning
- Change Management Execution

HR Centers of Expertise

Policies, methods and tools

Areas listed below represent services that should ideally be delivered via a Center of Expertise model, but do not imply dedicated teams, roles or locations of how services will be delivered

- Recruiting
- Onboarding
- Talent Management
- Learning & Development
- Change Management & Culture
- Employee Relations
- Labor Relations
- Compensation
- Benefits and Retirement
- Wellness
- Diversity & Inclusion
- HR Technology & Workforce Analytics
- HR Strategy and Programs
- Academic HR

HR Shared Services

Transaction processing and service support

- Customer Service Center
- Administrative Processing
- Total Rewards Administration
- HR Reporting
- HR Technology
- Payroll, Time & Attendance

Conceptual Model for Future IT

Strategic Campus Partners

IT Development
- Scientific Analysis Software Development

Academic IT Support
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- Data Wrangling and Modeling
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- People Management & Resourcing

Management & Administration
- Project Management and Coordination
- Student and Intern Management

Centers of Expertise

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- Cloud Infrastructure Management

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- Regulation and Policy Compliance
- Investigations and Forensics

Campus Considerations

Campus Considerations

Marsha Fischer

In a moment we will split into your campuses and answer the following 3 questions

1

What are our top 3 barriers to change?

2

What is the “one thing” we need to get right?

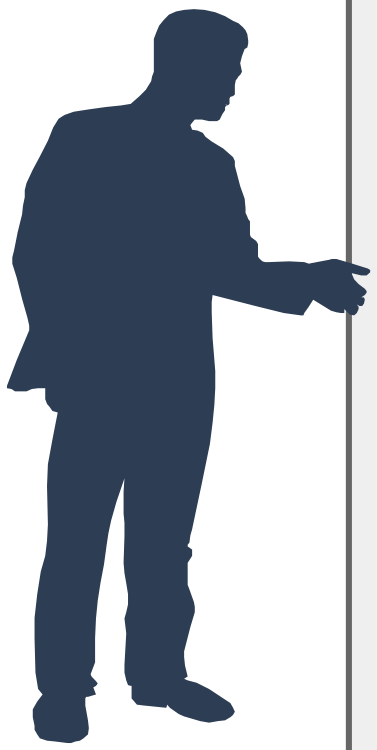
3

What is most important for us to do and communicate coming out of today’s session?

Breakout #3 - Campus Considerations

Report Out – Campus Considerations

Report Out – Campus Considerations



1. **What are our top 3 barriers to change?**
2. **What is the “one thing” we need to get right?**
3. **What is most important for us to do and communicate coming out of today’s session?**

Closing Remarks

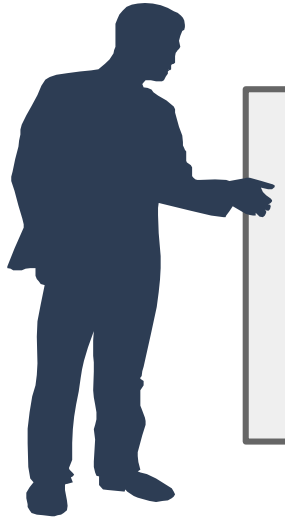
Closing Remarks

Ryan Rapp

Let’s Take a Moment to Reflect on What We Heard Today

Results we are driving towards:

1. ***Drive resources towards academic excellence***
2. ***Create more opportunities and career paths for staff***
3. ***Deliver better and higher levels of administrative services***



Do the ideas discussed here today drive us towards these results?

Where We're Headed Next

Detailed Design

- *Process Design "Task Forces"*
  - Teams assembled with participants from each campus
  - Goal is to design future state processes that can help support service improvement and cost savings measures, define proposed service levels/metrics and assess impacts to current roles
  - Prioritize changes that could make the greatest impact on cost-saving and service improvement opportunities

Next Checkpoint

- Late June
- Progress update and proposed changes and summary of impacts for prioritized process areas

Ask of You Going Forward

Become an Advocate

- Advocate for the changes associated with the transformation process
- Help identify and communicate any dependencies or initiatives that run counter to the goals of this project
- Help drive change by supporting and advocating for the functional roles and strategies discussed here today

Participate and Lead

- Encourage your unit to engage in future parts of this project
- Continue to communicate with us and share your ideas beyond this session

Thank You