

Resource Use Advisory Board

Key Findings

- Shared service models hold promise for greater efficiency
 - o Existing shared service center models should be leveraged and scaled appropriately across campus
 - o Talent must be pooled to enable greater efficiency
 - o Shared governance, including user input, is critical to their success

- Activity based costing (ABC) will promote more sophisticated thinking about costs
 - o Need to understand costs that are currently thought of as “free” (e.g., space, utilities, etc.)
 - o Need to realize “hidden” costs (e.g., cost to purchase via I-Buy is \$4.50 while outside the system is \$13 to \$18 per transaction)
 - o Successful use of ABC analysis has been used within CITES
 - o *Note: IBM project to assessment alignment of FTEs to campus activities is high-level ABC analysis*

- Both small scale and large scale improvement opportunities exist
 - o Much efficiency can be realized through “focused” projects (see list of potential projects below)
 - o Large scale transformation of service functions (e.g., IT, HR, Finance, etc.) is essential to realizing more significant efficiencies and service level improvements across campus

- Successful implementation of needed transformations will require the campus to:
 - o Seek deep cultural change: shift from a mode of quietly meeting their own unit’s needs when central services are inadequate to a mode of all sharing responsibility of insuring the quality of shared support services
 - o Develop shorter term measures to enable long-term cultural change

- Saving from transformation and process improvement efforts should be allocated towards support of academic programs

Potential “focused” projects

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| - Calendaring consolidation | - HR searches |
| - Commodities purchasing | - Master agreement and non-standard agreement development processes |
| - Compliance requirement assessment | - Proposal routing and other pre-award activity |
| - Desktop virtualization | - Server consolidation |
| - Dual career recruitment | - Server virtualization |
| - Email consolidation | - Travel reimbursements |
| - Foreign national payments | - Visa processing |
| - Grant expenditure confirmation reporting | |

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Immediate Next Steps

- Re-commission the Resource Use Advisory Board
 - Assess the membership of the group
 - Engage them to select and serve as the steering committee for the “focused” projects and to launch the next major transformation initiative (e.g., Finance transformation)
 - Use the FTE assessment analysis to inform the selection of projects and to develop tangible savings goals

- Staff project teams to address selected “focused” projects
 - Establish aggressive timelines
 - Provide needed training and facilitation support
 - Develop process that encourages development of competing recommendation proposals

- Consider use of consultants to help assess our change management process and to judge our recommendations, prior to implementation