

Proposal
for
Board of Regents, State of Iowa

**Efficiency and Transformation
Review
Delivery of Services**

Transforming
the
Shared Services and Information
Technology Landscape

TIER Business Cases FN-01, HR-01, IT-01
and IT-02



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EXECUTIVE SUMMARY

Executive Summary

The University of Northern Iowa (UNI) is pleased to submit this response to the request for proposal issued by the Board of Regents, State of Iowa (Board), titled "Efficiency and Transformation Review for Delivery of Services." UNI is well positioned to continue the work identified in the first two phases of the TIER study and assume leadership in implementing the distributed Finance and Human Resources delivery model as well as transform the delivery of Information Technology at UNI.

UNIque Opportunity

The University is uniquely positioned to request implementation. The Board has previously recognized the limited funding of UNI stemming from disparate appropriations and the inability of a comprehensive university to increase revenue from out of state students. Resident tuition accounts for 80% of total tuition revenues at UNI whereas resident tuition accounts for less than half that amount at SUI and ISU (36% and 37% respectively). While a resident tuition freeze is helpful for Iowa families, a freeze compounds the revenue impact for UNI. As a result, minimal funding is available to hire an external consultant for implementation. By using resources internal to the University, the Board has the opportunity to minimize expenses and enhance the savings of the TIER implementation at UNI.

Leadership of Campus Transformation

The transformation will be led by three directors, all of whom have a wealth of experience to understand the institutional culture at UNI and more recently (and perhaps more importantly) have provided significant leadership demonstrating the ability to transform processes on campus:

- Michelle Byers has worked at UNI for 15 years and was appointed Director of Human Resource Services (HRS) in June 2012. Since Michelle became director, the hiring process dramatically changed for all Faculty and P&S staff. This new campus-wide process utilizes new web-based software and has eliminated all paper resumes/curricula vitae as well as all search paperwork.
- Marty Mark has worked at UNI for 25 years. Marty was appointed Interim Chief Information Officer in September 2014. Dramatic change is already occurring in the Information Technology Services (ITS) departments at UNI. Three of four senior leadership positions are vacant due to retirements, and the fourth is scheduled to retire in March 2015. Marty has already begun the process of revamping IT at UNI. It is clearly not business as usual in UNI-IT.
- Kelly Flege has worked at UNI for 15 years and serves as the Director of the Office of Business Operations (OBO). Prior to TIER, Kelly identified procurement card transactions and travel processes as highly paper intensive (a fact confirmed by TIER). She already has begun work on a technology solution to virtualize both of these processes thus transforming how these business transactions occur. Kelly has served as the institutional representative in the TIER process and has proven herself a leader in communicating Board of Regents expectations to campus and helping to navigate the change process.

EXECUTIVE SUMMARY

All three leaders possess a broad and deep knowledge of specific processes necessary to transact business at UNI. They understand the people. They recognize the culture and how to manage change. They have proven experience in implementing transformational changes in processes. This team is the right team for the job.

The team is strongly supported by Dr. Bill Ruud, President; Dr. Mike Licari, Interim Provost and Executive Vice President; and, Dr. Michael Hager, Senior Vice President for Administration and Financial Services. These three most senior leaders of the campus have (and continue to) publically and privately support the concepts of transformational change at UNI.

STATEMENT OF SCOPE AND PROJECT GOALS

Statement of Scope

UNI understands the Board initiated the Transformation and Efficiency Review with the goal to analyze the system's organizational alignment with the overall Board mission and strategy to achieve additional fund reductions and reallocations. The ongoing objective of the Board is to deliver quality education at an affordable cost to students and their families.

Based on the initial evaluation conducted by Deloitte Consulting, the Board now seeks to implement Finance Shared Services (University-wide model) with a detailed design for newly established staffing levels and a determination of in-scope transactions. This proposal incorporates the development of increased strategic services provided by Human Resource Services, as well as personnel transactions, process automation and clarification of roles within the human resource functions. Finally, streamlining the delivery of all Information Technology services, by strengthening the collaboration between distributed and central IT teams, furtherance of business intelligence implementation, and planning for the use of future technologies to remain effective and efficient.

Project Goals

- Revise finance processes, and roles and responsibilities, to increase efficiencies across the university by reducing handoffs and errors related to lack of training (e.g., travel and expense report creation and approval, Request for Payment processing, ad hoc reporting).
- Align skills with roles and responsibilities to make sure staff supporting finance transactions are adequately equipped to perform job functions.
- Develop shared services for certain key transactional activities (e.g., Travel and Expense reimbursement, accounts payable, payroll, journal entry processing) in order to reduce duplication across campus and improve service delivery.
- Utilize technology to minimize paper processing and data entry across campus (e.g., travel and expense, ProCard reconciliation, Request for Payments, Journal Entries).
- Establish service level agreements between the shared services, Central Finance (i.e., OBO, and Financial Accounting & Reporting Services) and departments/units to ensure that service delivery levels and expectations are clear.
- Revise current governance structure, to clarify decision making authority, with Central Finance to play a greater role in setting policies and procedures, and Shared Services to monitor and report performance on Service Level Agreements (SLAs) and metrics.

STATEMENT OF SCOPE AND PROJECT GOALS

- Evaluate on campus relationships, particularly for Academic Affairs, to determine a bridge between the colleges/administrative units and HRS. These partnerships would support strategic HR activities as well as aid in more unit-specific transactions. The role may serve as key contacts for HR inquiries, facilitate the recruitment of faculty and staff, establish recruitment strategies, catalyze workforce planning, facilitate policy, procedure, and technology rollouts from HRS, and identify business needs for policy and program changes.
- Utilize technology to minimize manual processing and data entry across campus and increase access to information (e.g., implement benefits self-service, integrate Jobs@UNI and Oracle systems, build system for electronic position descriptions and performance appraisals, and expand imaging use).
- Redesign key HR processes by streamlining handoffs and clarifying roles (e.g., personnel action form initiation, student I-9 management) and clarifying/enforcing HR policies (e.g., establish timecard requirements, create guidelines for professional and scientific search committee reviews as referenced in HR-10).
- Revise governance structure to increase clarity of roles, responsibilities, and decision making (i.e., HRS should play a greater role in setting and monitoring processes and policies in areas such as performance management, and recruitment).
- Establish a comprehensive HR strategy, with input from faculty and staff leadership that aligns short- and long-term HR initiatives and metrics to university strategic objectives.
- Strengthen the governance and collaboration between IT teams to streamline the delivery of technology services within UNI.
- Leverage existing institutional knowledge and the skills of IT staff/organizations to foster increased levels of customer service, while realizing efficiencies and cost savings.
- Align the IT organization to promote staff cross-training for critical functions, avoiding “single point of knowledge” issues.
- Align the IT organization to facilitate University and organizational-level IT strategic planning initiatives in support of University functions.
- Add clarity to IT roles and responsibilities across the enterprise, increasing “span of control” where possible and appropriate.
- Increase standardization of support tools and processes to strengthen IT operations.
- Enhance IT financial and project visibility through the development of a complete portfolio of services provided and methods for measuring the total cost of ownership.
- Develop SLAs and performance reporting mechanisms.

STATEMENT OF SCOPE AND PROJECT GOALS

- Further reduce the number of local data centers and collaborate with the Regents Institutions to leverage existing off-campus data centers for disaster recovery purposes.
- Create a cross-university governance mechanism (i.e., CIO Council) to enhance collaboration, facilitate technology strategic planning, and realize savings through coordinated procurement activities.
- Develop an ongoing approach toward measuring, monitoring, and reporting efficiencies and cost savings to the UNI community and Board of Regents.

Methodology

DESCRIPTION

The University of Northern Iowa will use traditional project management methodologies, proven to be a successful approach in a multitude of major projects and initiatives led by UNI professionals, including major ERP implementations in the areas of financial systems, human resource systems, and student information systems. The primary phases of the methodology include:

1. Establish Project Structure
2. Current State Analysis
3. Future State Design & Validation
4. Implementation
5. Post-Implementation

IT-01 and IT-02

It is important to note that UNI is currently operating in a unique state and has already begun to analyze and initiate change in the IT organization. A number of retirements, attrition, projects, security enhancements, and the TIER initiative have combined to establish a climate prepared for change. TIER Business Cases IT-01 (distributed services) and IT-02 (central services) are being addressed together, as it has been determined that the most effective change model includes a comprehensive review of technology across the enterprise. Given current conditions, it is anticipated that the IT realignment activities at UNI will be completed on or prior to March 31, 2015.

PROJECT STRUCTURE AND TASKS

ACTIVITIES TO DATE (Interim CIO)

DESCRIPTION	TIMEFRAME	CURRENT STATUS
Review of Deloitte Study Findings and Materials	October, 2014	Completed
Review IT Task Force Findings (2009)	October, 2014	Completed
Conduct Individual Meetings with ITS Staff to Build Portfolio of Services, Discover Career Goals, Identify What is Working Well and What Can Be Improved, and to Discuss Ideas for Moving IT Forward at UNI	October to November, 2014	Completed
Conduct Meetings with Distributed IT Organizations to Build Portfolio of Services, Identify What is Working Well and What Can Be Improved, and Discuss Ideas for Moving IT Forward at UNI	January 9, 2015	In Progress
Conduct Meetings with Distributed IT Managers and Supervisors	December 10, 2014, to January 14, 2015	In Progress
Hold Meetings with IT Committees & Working Groups	December, 2014	In Progress

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Conduct Meetings with Stakeholders (i.e., Students, Faculty, Staff, Administration)	January, 2015	In Progress
Portfolio of Services Provided	January 9, 2015	In Progress
Conduct Comprehensive Budget and Cost Analysis (i.e., Personnel, Software, Hardware, etc.)	January 9, 2015	In Progress
Identify Best Practices Organizational Models and Support Baselines	January 9, 2015	In Progress

Deliverables:

- Portfolio of Services
- Inventory of Concepts for Moving IT Forward at UNI
- Comprehensive Budget Analysis
- Organizational Best Practices Guidelines

ESTABLISH PROJECT STRUCTURE

DESCRIPTION	TIMEFRAME
Establish Project Team & Identify Stakeholders	January 5, 2015
Develop Communications Plan	January 9, 2015
Create Data Repository	January 9, 2015
Develop Project Communications Plan	January 16, 2015
Conduct Project Kick-off Meeting	January 16, 2015

Deliverables:

- Project Team Roster
 - IT Representatives (Central & Distributed), Faculty Representative, Staff Representative, Student Representative, Administrator, Budget Office, Human Resource Services, etc.
- List of Stakeholders
 - Administrators, Deans, Directors, Department Heads, Faculty, Staff, Students, IT Council, IT Professionals, etc.
- Communications Plan
- Data Repository for Project Team Operations

CURRENT STATE ANALYSIS

DESCRIPTION	TIMEFRAME
Team Review of Deloitte Study Findings and Materials	January 9, 2015
Review IT Task Force Findings (2009)	January 9, 2015
Review Findings from Interim CIO Staff Meetings	January 16, 2015
Reviewing Findings from Meetings with Stakeholders	January 16, 2015

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Review Portfolio of Services Provided	January 16, 2015
Review Cost Analysis Findings	January 16, 2015
Inventory Existing Data Centers	January 23, 2015
Review Best Practices Organizational Models and Support Baselines	February 2, 2015
Establish Academic and Business Requirements	February 2, 2015
Measure Campus Satisfaction with Portfolio of Services	February 9, 2015

Deliverables:

- Portfolio of Services Provided (Final Version)
- Inventory of Systems, Software, etc.
- Financial Status Reports
- Current Organization Chart
- Meeting Results

FUTURE STATE DESIGN & VALIDATION

DESCRIPTION	TIMEFRAME
Establish Future State Vision	February 9, 2015
Conduct Gap Analysis	February 16, 2015
Future State Governance & Organizational Structure Design	February 23, 2015
Design Validation	March 2, 2015
Future State Design Adoption	March 9, 2015
Establish Time Reporting Strategies	March 9, 2015
Develop Data Center Migration Plan	March 9, 2015

Deliverables:

- Future State Governance & Organizational Structure Designs

IMPLEMENTATION

DESCRIPTION	TIMEFRAME
Conduct Office Space Analysis	March 16, 2015
Conduct Job Description Reviews	March 23, 2015
Conduct Salary Reviews	March 23, 2015
Identify Staff Training Needs	March 23, 2015
Develop a Transition Plan	March 31, 2015
Data Center Consolidation & University of Iowa's Info Technology Facility (ITF)	March 31, 2015

METHODOLOGY

Deliverables:

- Organizational Transition Plan
- Revised Job Descriptions
- Transition Financial Requirements and Adjustments Report
- Updated Office Space Floorplans
- Development of a Method to Track and Report Savings
- Staff Training Plan

POST-IMPLEMENTATION

DESCRIPTION	TIMEFRAME
Final Report to the Board of Regents	April 6, 2015
Advisory and Oversight	Ongoing

Deliverables:

- Reports to the Board of Regents, State of Iowa:
 - Final Project Report
 - Ongoing Reports - Savings Realized, Cost Avoidance, Post-Implementation Effectiveness

HR-01 and FN-01

Human Resource Services and the Office of Business Operations continue to analyze and initiate change in order to maximize the efficacy of scarce resources. TIER Business Cases HR-01 and FN-01 are being addressed together to ensure a comprehensive review of transactional processes and increase the ability to identify overlapping scope. Both offices have taken several important steps in realizing greater efficiency and service. Outcomes related to these initiatives include:

- The implementation of Jobs@UNI web-based applicant tracking system in collaboration with the University of Iowa.
- Web-based Personnel Action Form system reducing support staff FTE needed and allowing tracking and reporting capabilities.
- Process automations such as benefit data transmission to vendors and employment transaction based auto alerts reducing data entry.
- Increased use of procurement card for direct purchase transactions, minimizing the effort to process a direct payment to multiple vendors for low dollar amounts.
- The implementation of electronic billing and receipt of payments for student u-bill and vendor disbursements.

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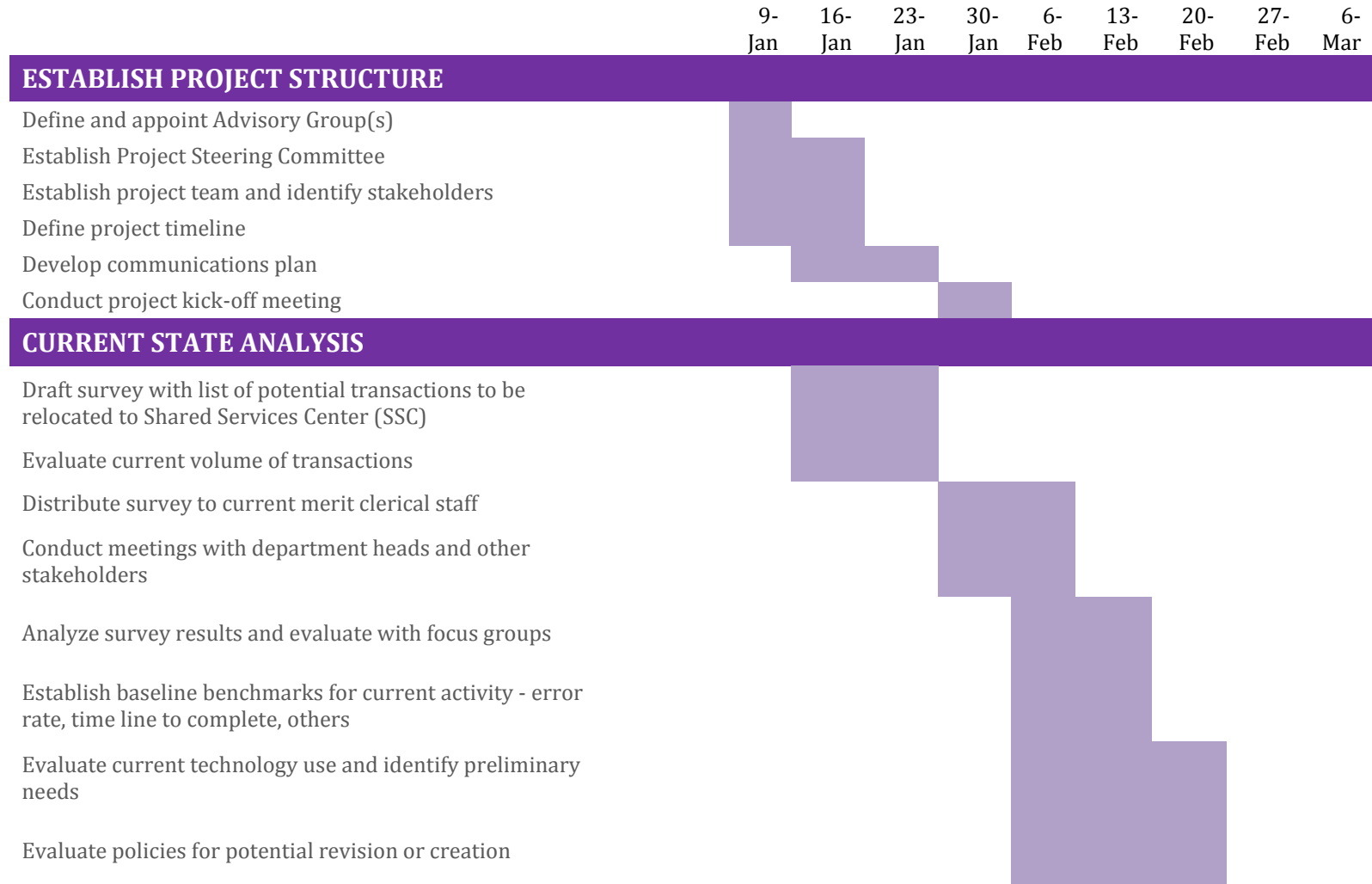
- Development of online training courses for annually required training resulting in immediate availability for staff and fewer FTE needed for delivery.
- Streamlined payment process for International Students, minimizing risk of carrying large amounts of cash or delayed payments.
- HR consultant reviews in 2010 and 2014 which included key leadership interviews, focus groups and interactive HRS staff involved strategic planning.
- A consultant review providing opportunities to guide the implementation of a university-wide shared services center including a LEAN review of the direct pay (RFP) process and the preliminary design of “Hub” processing centers for financial transactions.

Additional efforts currently underway include:

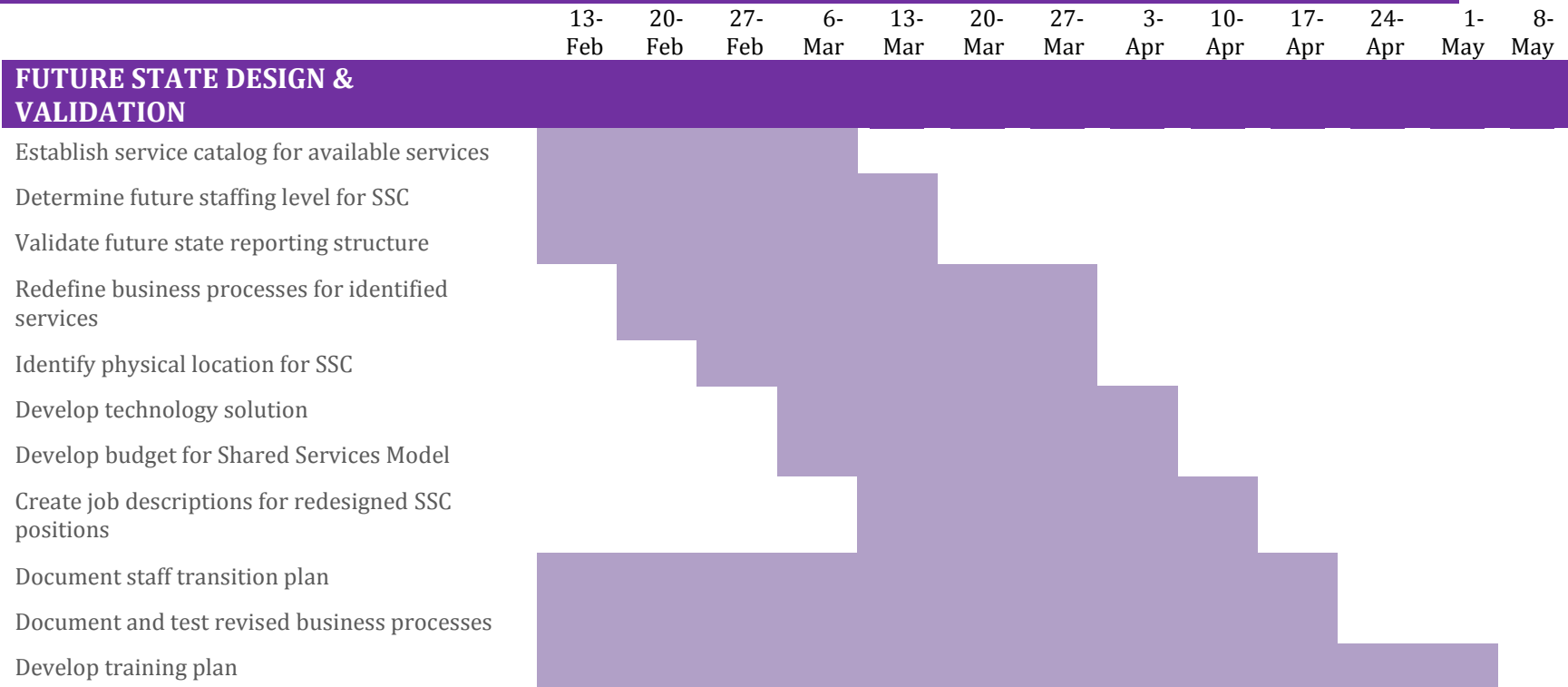
- Implementation of an online travel and procurement card tracking and reconciliation system, in collaboration with the University of Iowa, scheduled for rollout in early FY 2016.
- Configuration of web-based requisitioning tool, Oracle iProcurement, that better facilitates contract compliance and detail purchase tracking for contracted commodities.
- Business process redesign to reduce redundant effort expended on low dollar transaction auditing.
- Benefits self-service enrollment with a projected rollout of April 2015.
- The creation and implementation of web-based performance appraisal system.

METHODOLOGY

PROJECT STRUCTURE AND TASKS

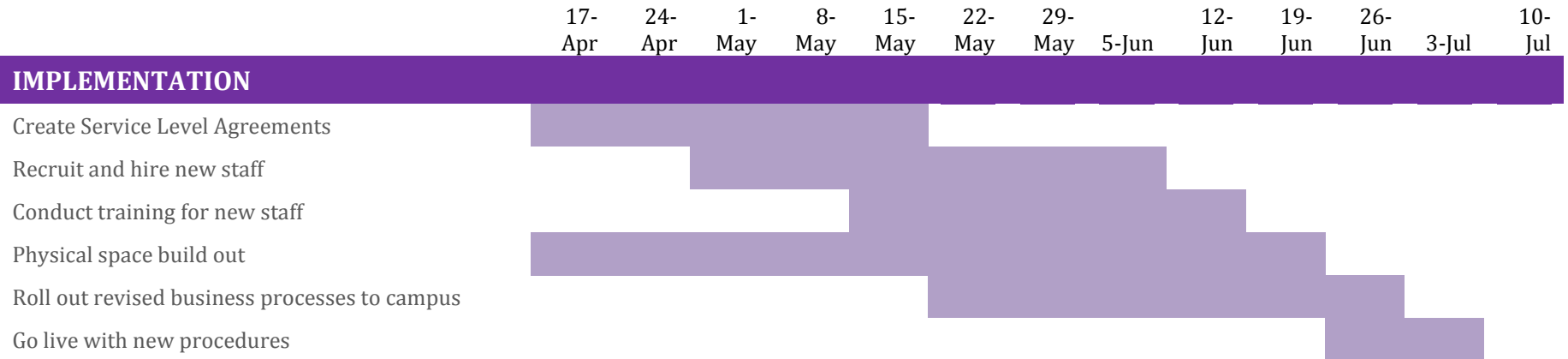


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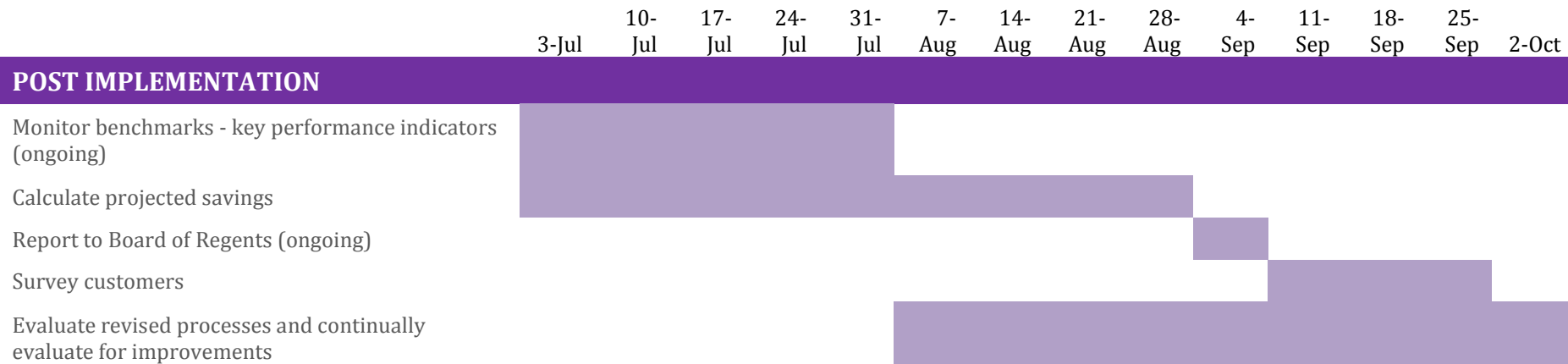


METHODOLOGY

IMPLEMENTATION



POST IMPLEMENTATION



Deliverables:

- Reports to the Board of Regents, State of Iowa:
 - Final Project Report
 - Ongoing Reports - Savings Realized, Cost Avoidance, Post-Implementation Effectiveness

Cost of Services

IMPLEMENTATION

The University of Northern Iowa proposes that each phase of the project be managed and implemented by existing UNI personnel. Benefits to this approach include the following:

- Self-evaluation and involvement from across the institution results in an aligned strategy that leverages existing strengths and institutional knowledge.
- The participation of the campus community increases ownership of the established direction and increases tolerance for change.
- The promotion and development of shared goals at UNI, Regents institutions, and Board of Regents levels.
- Implementation costs are minimized and, essentially, consist of activities associated with the potential need to:
 - Provide professional development to staff with changing job responsibilities
 - Office remodeling/moving expenses
 - Job searches (if necessary)

It is important to note that from the start of the TIER project through today, attrition and cost savings at UNI have already been realized. Complete savings information will be available once the “future state organizational design” has been established.

CONTACT INFORMATION

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