UAA Shared Services

Shared Services Task Force. Strategy to address immediate needs.
Business Challenge Seeking to Address:

• UAA colleges and units have fiscal and administrative needs
  – Loss of knowledge, staff and resilience
• Addressing without increasing fiscal and administrative spend in FY21
• Achieving a permanent budget reduction of $1.5M via shared services by FY22 as committed to statewide

Take away:
Current state is not sustainable.
Solution Necessities:

• Fiscal and Administrative Hub – transactional activity focus
  – Improve consistency of processes across campus
  – Workforce optimization, clearer career tracks, increased retention
  – Resiliency (reductions in “single point of failure”)
  – Nimble able to address compliance and environmental changes
  – Customer service focus – responsive to needs of Deans, Directors, Faculty and Staff

Take away:
Any proposed solution must address these concerns.
Task Force Journey:

• Assumed Fund 1 (College) and Fund 2 (Research) were unique and different = requirement of distinct solutions
• Reviewed data pertaining to functions, transactions, position effort and finances
• Mapped F1 and F2 functions independently - determined overlap significant
• Decided that a single combined F1 and F2 “prototype” unit would best test assumptions
• Pilot will enable testing and validation of a broader shared services implementation

Take away:
Where we started is not where we ended. Task force did intended job.
Overlaps exist. While processes have different nuances, they are not unique. Areas of overlap require close communications and collaboration.
Proposed Solution Details

• Create a shared services “prototype” (Fund 1 & Fund 2)
  – Functions: Fiscal and Grants Management, HR, Procurement, Travel
  – Units: BEI, ADAC, ISER, CoEng, CTC, COH-partial transfer
  – Staffing: 17 (potential avoidance of refilling 5 +/- positions in FY21)
  – Governance: MOAs / HR to guide transition of staff

• Pilot Oversight
  – Task Force will evaluate, support iteration
  – Pilot continuation go/no go December 2020

Take away:
Implement prototype. Use Task Force to evaluate and iterate. Test assumptions and improve.
Take away:
±5 currently vacant positions will not be filled. Anticipate FY21 cost savings of ~$420K (salary only).
Take away:

Timeline is proposed and ambitious. We have proposed a “testing” launch. We anticipate “test” iterations. Goal is to learn, iterative and improve in order to achieve a successful model.
Risks and Considerations

• Process and cultural change necessary. Must mindfully address barriers.
  – Buy in from all levels of leadership.
• Team development necessary. Potential for small investment.
• Customer service mindset necessary. Development of continuous improvement and performance strategies at onset necessary.
• Loss of staff at College or Units. Manage through a lift, train, and redeploy in home unit.
• Funding for staff. Will initially be based on staff contributed. Need to ultimately address that staff paid from many sources.

Take away:
Commitment to a solutions mindset. Change is uncomfortable. We can do this.
Next Steps

• Chancellor review.
  – Recognition that you will likely want a presentation and perhaps sharing of additional data outside of this slide deck.

• Chancellor approval.

• Chancellor approval obtained:
  – Meeting with impacted Deans and Directors
  – Meeting with UA Human Resources
    • Decide on steps, stages and alignment
    • Stop current fiscal and administrative recruitments
  – Redeploy shared services Director and Associate Directors
  – Meet with impacted staff (within Colleges and Units)
Task Force Acknowledgement:

Task force members are generally in agreement with the plan described herein with awareness that many details still need to be worked.

Take away:
Generally supportive: moving to shared services is a significant change to “business as usual”. Some negative connotations are associated with UA shared services. Not all concerns can be fully addressed.

* Becky Jackson unavailable for last meeting prior to distribution for Chancellor.