

Shared Services Update

Fall, 2013



SUNY

Agenda



Quiz

CLASSIC
THE LINES

THE GREAT
OUTDOORS

MIND YOUR
MANNERS

SPEAK OF
THE DICKENS

BEFORE &
AFTER

\$200

\$200

\$200

\$200

\$200

\$200

\$400

\$400

\$400

\$400

\$400

\$400

\$600

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\$1000

\$1000

SUNY

1,300

438

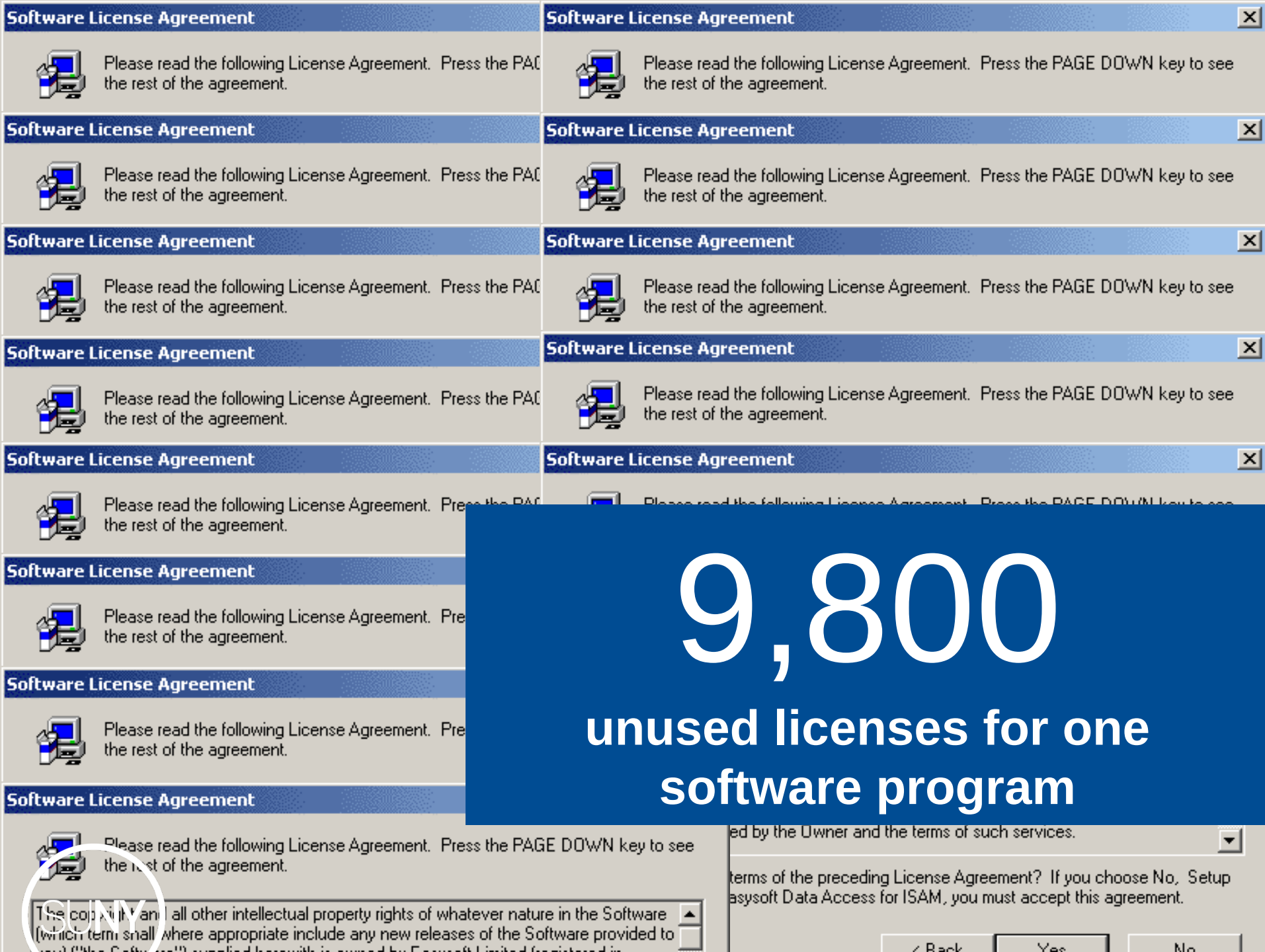


438

industrial equipment vendors
used annually



9,800



A low-angle shot of a graduation ceremony. Several black mortarboard caps with red tassels are floating in the air against a clear blue sky. In the foreground, the back of a graduate's head and shoulders are visible, wearing a black gown with an orange stole. Their arms are raised, and hands are seen reaching up towards the caps. The background shows the top of a building with horizontal siding.

**Shared services can support
SUNY's mission and goals**





Best-in-class customer service in support functions



The Voice of



Increased focus on and
resources for
core mission activities



More **cohesive/coordinated**
operations across the SUNY
system



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Many Challenges Facing Higher Education

- **Budget Pressures**
 - 22% drop in direct State tax spending since 2007-08
- **Climbing Tuition**
 - Resident undergraduate tuition has increased since 2007 -2008
 - 35% at State-operated Campuses
 - 21% at Community Colleges
- **More Scrutiny of University Spending**
 - 57% of parents question to value of tuition paid
- **Increasing Competition Among Schools**
 - In-State competition from 209 institutions
- **Shrinking applicant pool**
 - Experts estimate that the applicant pool with shrink 11% by 2005
- **Rapid Changes in Technology**
 - Increased demand for online education delivery

Shared Services are high on agendas across Higher Education



I see shared services as something that is **inevitable**. It's the **next logical influx of thinking** in the business world brought into higher education.

– U. Michigan AVP Finance

Providing service through **hundreds of separate and unconnected databases** [...] is not the model used by other large enterprises, nor is it the model our funding partners in the governor's office and the General Assembly **expect us to continue to utilize in the 21st century**.

The help the department registrar has received from the shared services unit has been **exemplary**, and **services important to the local culture of the department have been maintained**.

Update





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Shared Services Process Review

Past

Review of the Operational Efficiencies & Service Excellence: SS Implementation Plan

- McKinsey & Company Engagement
- High Level Data Analysis
 - Collected and analyzed staff and cost data
- Key Stakeholder Interviews
 - Asked campus leaders for input on the prioritization of SS opportunities
- Compared SUNY's shared services plans to best practices
- Obtained input from the SS Steering Committee and project managers

Present

Work with Campuses to Develop Refined SS Plan

- **Engage campus leaders in a discussion about the recommendations for SS activities and priorities**
- ***Align select priorities***
- ***Decide on the process for developing projects to address selected priorities***
- ***Develop and agree on principles for working together***

Future

Design, Implement & Deliver Select Activities in Shared Environment

- Create central SS organization to coordinate overall initiative
- Further detail the approach for select activities
- Design, pilot, and expand system-wide delivery & financial model for priority opportunities



Guiding Principles

Design

- Create processes for active campus input into design and implementation
- Increase career opportunities for functional staff and access to specialized skills
- Provide a net positive financial and service benefit for each campus

Implementation

- Focus on change management and frequent two-way communication
- Ensure accountability for service excellence, efficiency, and campus benefits
- Thoughtfully leverage existing investments and align with other initiatives
- Whenever feasible, combine resources to drive specialization and efficiency



Priorities

Preliminary –
needs campus
input and
revision

**Phase 1: Quick wins, major
functions & key enablers**

**Phase 2: Pilot and scale-
up major functions**

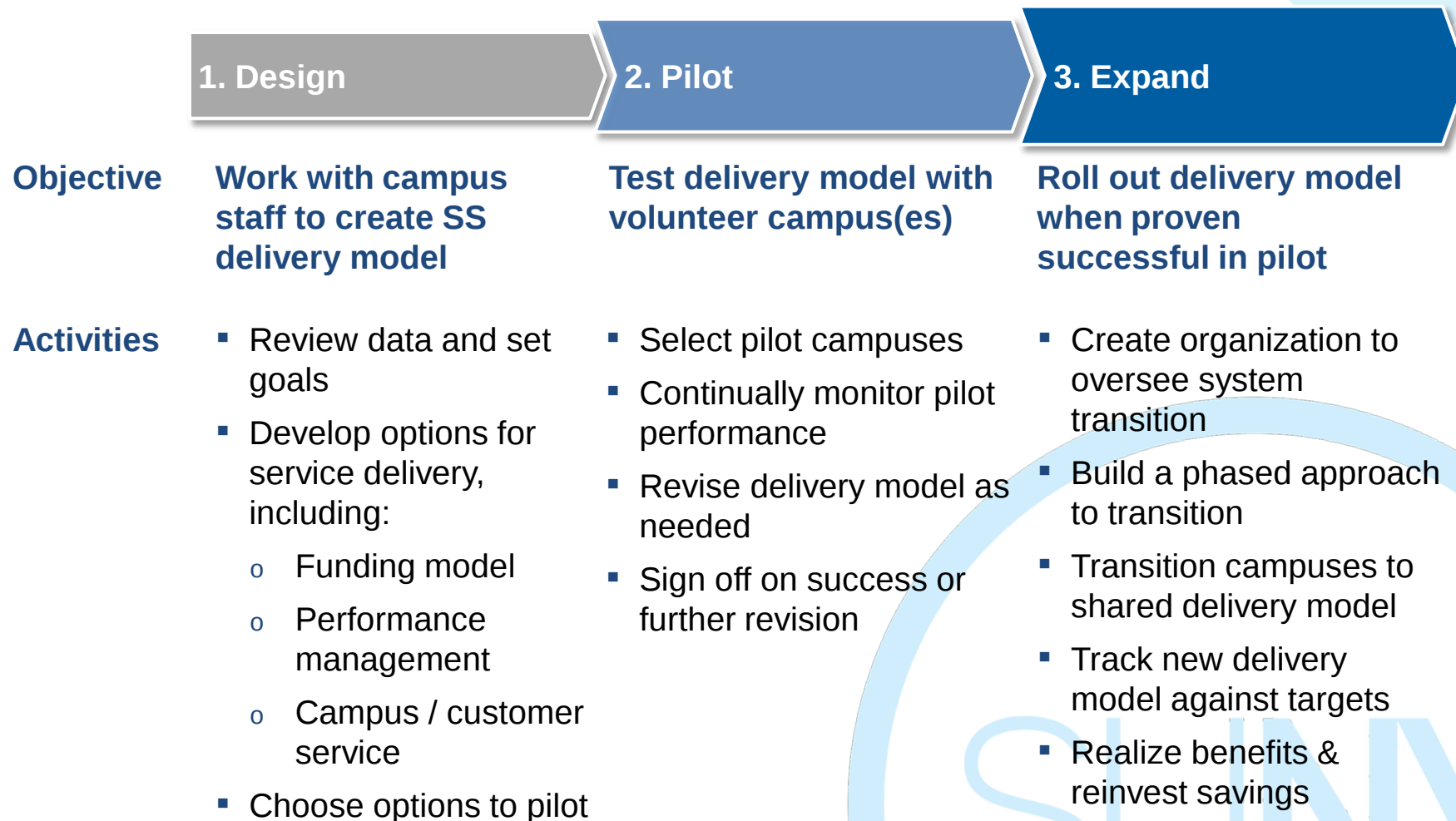
**Phase 3: Expand to
new activities**

Timing ¹	Now-June 2014	July 2014-June 2015	July 2015-June 2016
Procurement	Strategic sourcing	Procurement processing	
IT infrastructure	Data centers	Networking	Help desk
IT enablement	End user services		Application management for shared platforms
Finance	FP&A reporting	General accounting	
HR	Self-service		
Academic and student support	Admissions processing	Financial aid	Student billing and collection Registrar transactional activities
	<i>Continue implementation of common student information system</i>		
Criteria	- Large savings opportunity - Necessary for rollouts in later phases	Dependent on enablers in phase 1	Dependent on activities in phases 1 and 2

¹ Indicates when implementation for an activity will start. Select activities will extend into the next phase



Process



Campus Input





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Common Themes

Resources

Students

Priorities

Value

Collaboration

Quality

Service

Support

Regional

Design

Funding

Data

Campus

Timing

Skepticism



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Common Themes

- Continue to be mindful of campuses' individuality, unique culture and specific needs
- Timing is critical - be flexible with implementation schedules
- Fears related to loss/redeployment of staff and the need for on-site services



Next steps





Next Steps

- Continue Campus Engagement
- Enhance the Role of the Steering Committee
 - Charter
 - Work Groups (Finance, Communication)
- Align on Priorities, Process, and Principles for Shared Services with campuses under the guidance of SUBOA and CCBOA
- Develop Specific Business, Implementation or Operating Plans for Selected Priority Activities with the leadership of SUBOA and CCBOA.

Questions?

