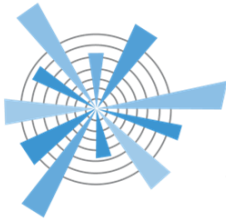




National Association of College and University Business Officers



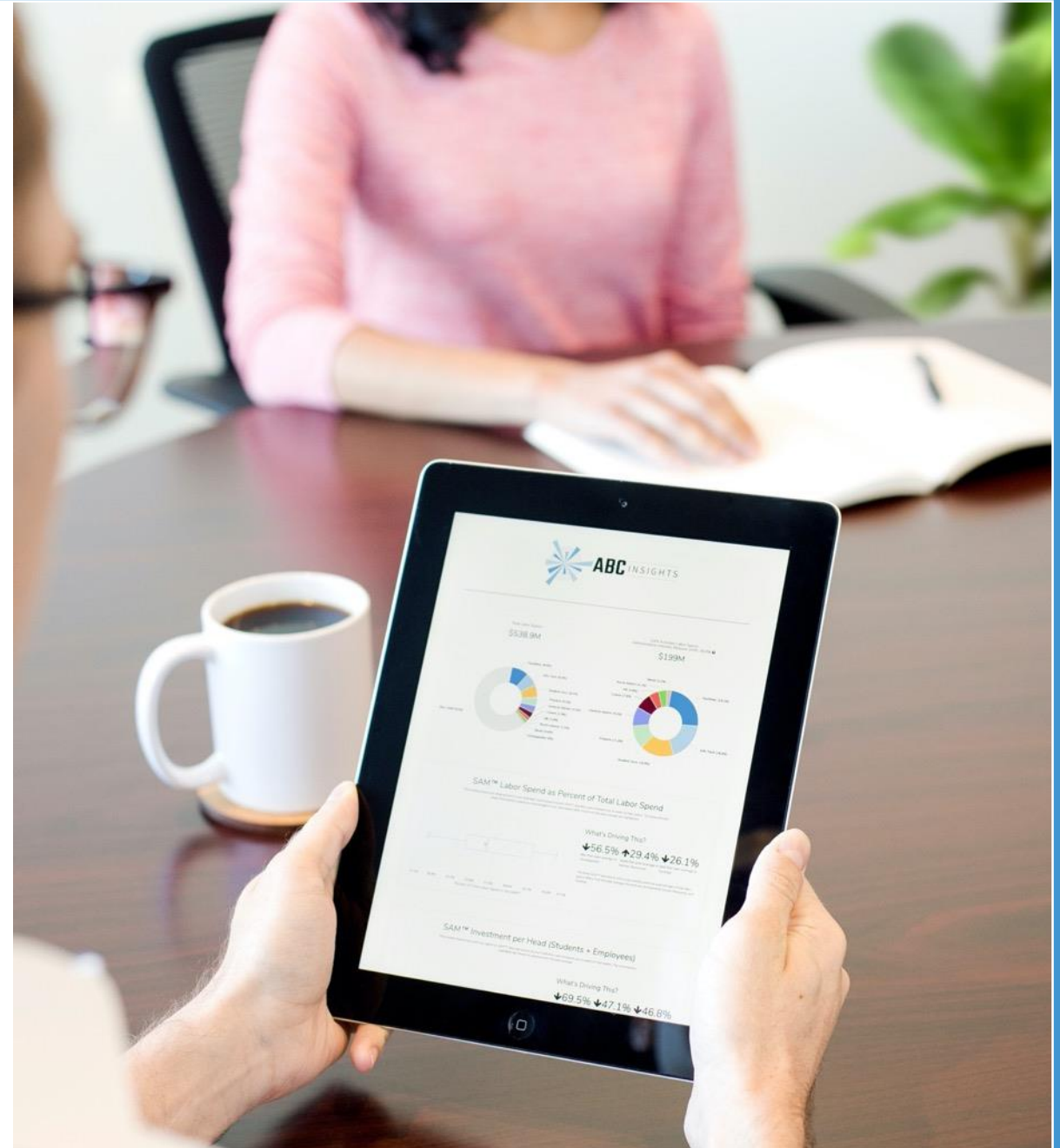
ABC INSIGHTS
A HelioCAMPUS COMPANY

Master Class Series - Financial Transformation During COVID-19

An Exclusive Opportunity for only CBOs

October 9 – December 2, 2020

Class Session Material #2 – Oct 21, 2020



Discussion topics



- Introductions and Overview
- Drive Greater Operational Efficiency & Organizational Effectiveness
- Report Outs

- **Introductions and Overview**
- Drive Greater Operational Efficiency & Organizational Effectiveness
- Report Outs

Meet your Subject Matter Experts



Oct. 9 3:30-5pm EST

Understanding and Managing Financial Realities



Kasia Lundy
Managing Director in the Education Practice, EY-Parthenon



Haven Ladd
Managing Director in the Education Practice, EY-Parthenon

Oct. 21 3:30-5pm EST

Drive Greater Operational Efficiency & Organizational Effectiveness



Laura Yaeger
Higher Education Client Service Leader, Huron Consulting



Kurt Dorschel
Senior Director in the Higher Education Sector, Huron Consulting

Nov. 4 3:30-5pm EST

Aligning Faculty Effort to Institutional Mission: Leveraging Traditional Scholarship to Optimize Academic Resources



Peter Stokes
Managing Director in the Higher Education Group, Huron Consulting



Mike Cogan
Strategy and Ops Consultant in the Higher Education Group, Huron Consulting

Nov. 18 3:30-5pm EST

Driving Efficiency and Effectiveness in Administrative Services



Jonathan Fry
Managing Director, Head of NA Education Practice, Accenture



Natalie Sisto Means
Managing Director, Strategy & Consulting, Accenture

Dec. 2 3:30-5pm EST

Post-Pandemic – The Future of Higher Education



Samantha Fisher
Managing Director, NA Education Practice, Accenture



Aneel Delawalla
Managing Director/Senior Partner, Accenture Strategy

Each Session Hosted By:



Jim Hundrieser, Ph.D.
Vice President for Consulting Services, NACUBO
Focus on student success and strategic business models
B.S. from Northern Michigan University, M.Ed. from Plymouth State university, Ph.D. from Barry University



Paul Friga, Ph.D.
Strategy Prof. at UNC CH, Co-founder of ABC Insights
Focus on university strategy and efficiency/effectiveness
Previously with PwC and McKinsey
B.S. St Francis University, MBA & Ph.D. UNC-CH

Welcome Master Class Participants!



Community Colleges

| | |
|------------------------|--------------------------------------|
| Allen Bottorff | Polk State College |
| Anabel Cunha | Community College of Rhode Island |
| David Kuntz | Cuyahoga Community College |
| Elizabeth Argiri | Macomb Community College |
| Jeffrey West | Salt Lake Community College |
| Kathryn Kaoudis | Community College of Denver |
| Lisa Watson | Northwest College |
| Maria Elizondo | South Texas College |
| Nathan Langstraat | Whatcom Community College |
| Olivia Padilla-Jackson | Central New Mexico Community College |
| Pam Harrison | Meridian Community College |
| Roberta Remias | Oakland Community College |
| Susan Coulston | Southwestern Michigan College |
| W. Leatherman | Hopkinsville Community College |

Small institutions - Public

| | |
|------------------|---|
| Kari Gaswick | Chadron State College |
| Veronica Paulson | Northern State University |
| William Spindle | South Dakota School of Mines and Technology |

Small institutions - Private

| | |
|---------------------|---|
| Amy Bosio | Georgian Court University |
| Andrea Young | Ripon College |
| Ann Spall | Fontbonne University |
| Anna Arvay | Geisinger Commonwealth School of Medicine |
| Beth Mcgrath | Clarke University |
| Christopher Gardner | Wofford College |
| Claudette Smith | Stillman College |
| David Carson | Flagler College |
| Debra Martin | Mount Saint Mary's University |
| Debra Polley | The College of Saint Rose |
| Denton Stargel | Centenary University |
| Donna Nance | Texas Wesleyan University |
| Jeff Scaccia | Presbyterian College |
| Jerry Silberman | Elizabethtown College |
| Jodie McGaughey | Hardin-Simmons University |
| John Risboskin | Lackawanna College |
| Kim Kvaal | St. Edward's University |
| Lezlie Hukill | Wayland Baptist University |
| Linda Allen | Evangel University |
| Lorraine Atwood | Vermont Law School |
| Meghan Kass | Wheaton College |
| Michael Poster | St. Ambrose University |
| Michele Smith | Brite Divinity School |
| Rhonda Shirazi | Spring Hill College |
| Rick Gilbertson | University of Sioux Falls |
| Sarah Mouch | Methodist Theological School in Ohio |
| Stacie Scott | Beloit College |
| Stephanie Ourada | Hastings College |
| Steven Alderman | South Texas College of Law Houston |

Comprehensive – Public

| | |
|---------------------|---------------------------------------|
| Beth Reissenweber | Midwestern State University |
| Claire Stinson | Tennessee Technological University |
| Jennifer Potter | Stockton University |
| John Carmichael | The Evergreen State College |
| Kathleen Eichelroth | Worcester State University |
| Lori Beaty | Tarleton State University |
| Pratima Gandhi | University of Wisconsin-Stevens Point |
| Rick Anderson | University of Texas Rio Grande Valley |
| Russ Hannah | Arkansas State University |

Comprehensive – Private

| | |
|----------------|---------------------------------|
| Cathleen Kenny | Pratt Institute |
| Hania Ferrara | Fairleigh Dickinson University |
| Laura Sander | Suffolk University |
| Linda Gilbert | Widener University |
| Rosana Lopez | Universidad Del Sagrado Corazon |

Research – Public

| | |
|--------------------|---|
| Allyson Easterwood | University of Southern Mississippi |
| Cathy Anderson | University of Utah |
| Jean Vock | University of Nevada, Las Vegas |
| Karin Hegstad | North Dakota State University |
| Kelli Shomaker | Auburn University |
| Kelly Fox | Georgia Institute of Technology |
| Lynne Schaefer | University of Maryland Baltimore County |
| Noel Sloan | Texas Tech University |
| Stacy Pearson | Washington State University |

Research – Private

| | |
|------------------|----------------------|
| Danielle Manning | Clark University |
| Leslie Brunelli | University of Denver |

Our unique format for the Master Class Series



Master Class Sessions

| | |
|---|--|
| <p>Friday, October 9th 3:30 – 5:00pm</p> <p>Understanding and Managing Financial Realities</p> <p>Featuring EY Parthenon</p> | <p>Wed, October 21st 3:30 – 5:00pm</p> <p>Drive Greater Operational Efficiency & Organizational Effectiveness</p> <p>Featuring Huron Consulting</p> |
| <p>Wed, November 4th 3:30 – 5:00pm</p> <p>Aligning Faculty Effort to Institutional Mission</p> <p>Featuring Huron Consulting</p> | <p>Wed, November 18th 3:30 – 5:00pm</p> <p>Driving Efficiency and Effectiveness in Admin Services</p> <p>Featuring Accenture</p> |
| <p>Wed, December 2nd 3:30 – 5:00pm</p> <p>Post-Pandemic – The Future of Higher Education</p> <p>Featuring Accenture</p> | |

Workshop Flow

| | | |
|------------|---|---|
| 15 Minutes | Overview | Jim Hundrieser and Paul Friga |
| 30 Minutes | Plenary Presentation | Led by a Monthly Topic Subject Matter Expert From Consulting Firm |
| 30 Minutes | Breakouts & Case Studies (led by University CFOs) | Facilitated by NACUBO Team, ABC Insights and Consulting Firm SMEs |
| 15 Minutes | Report Outs | Led by Jim Hundrieser and Paul Friga |

Session Two – Drive Greater Operational Efficiency & Organizational Effectiveness



Oct. 21 3:30-5:00pm EST



Laura Yaeger
Higher Education Client Service
Leader,
Huron Consulting



Kurt Dorschel
Senior Director in the Higher
Education Sector,
Huron Consulting

Description

Institutions of higher learning are fundamentally people-driven organizations. A purposeful workforce management strategy that incorporates a change leadership approach can minimize negative restructuring impacts and improve organizational effectiveness.

Learning Objectives

1. What is a purposeful workforce management strategy
2. How to incorporate a change leadership culture
3. Understand organizational impacts through administrative changes

15 min

Introductions

30 min

Plenary
Presentation

30 min

Breakouts &
Case Studies

15 min

Report Outs

Key Readings

- [Empowering Agile Decision Making in Higher Education](#) (Huron)
- [The Transformation Imperative in Higher Education: How Leaders Are Planning for the Future](#) (Huron)
- [From Pandemic to Transformation: Higher Education Leadership](#) (Huron)
- [Research Enterprise Impacts and Opportunities](#) (Huron)
- [The Transformation-Ready Higher Education Institution](#) (Huron Insights, multiple e-books)

Key Asynchronous Webinars

- [Optimizing Academic Programming In The Post Coronavirus Era](#) (ABC Insights)
- [Strategic HR – Critical During A Crisis](#) (Chronicle)
- [Change Management In Higher Education](#) (Chronicle)
- [Strategic HR – Critical During A Crisis](#) (Chronicle)
- [University-Level ROI: How to Get Better Results With Less](#) (NACUBO)
- [Are Endowment Spending Levels Sustainable? Trends and Best Practices for Higher Ed Institutions](#) (NACUBO)

The ABC Insights Framework for ROI in Higher Education



ABC Insights® ROI = More efficient and effective universities will result in higher returns for investment

Efficiency

Optimize Administrative Spend

Increase Academic Program Returns

Grow Resources

Effectiveness

Drive Student Success

Increase Employee Performance

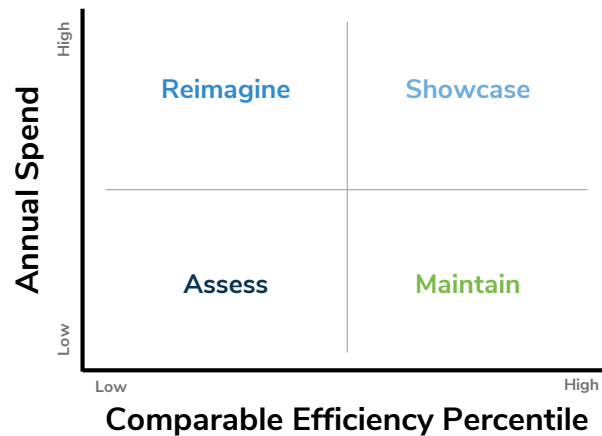
Improve Faculty Productivity

Key areas for increasing efficiency of a university from the ABC Insights ROI framework



Optimize Administrative Spend

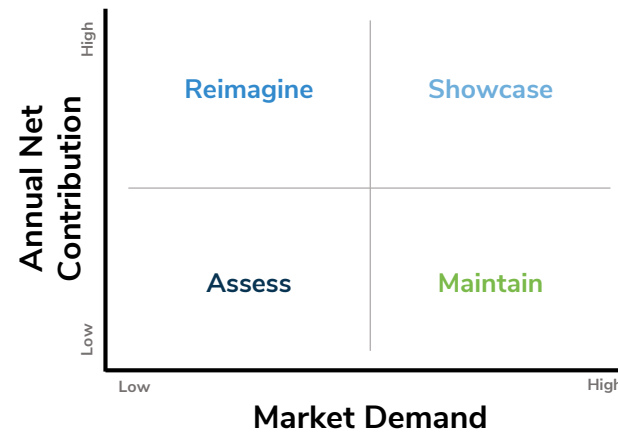
Assess level of investment vs strategy



Mapping: Activities and Sub-Activities
Size of bubble: Level of FTEs

Increase Academic Program Returns

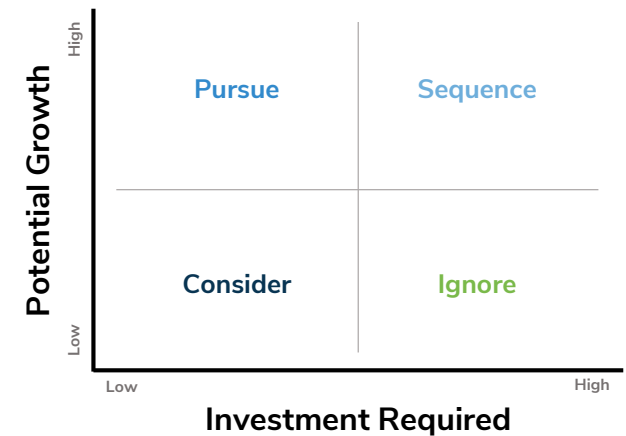
Rationalize academic offerings based upon demand



Mapping: Schools and Majors
Size of bubble: Student Outcomes

Grow Resources

Increase enrollments and revenue



Mapping: Sources of Revenue
Size of bubble: Current Revenue Level

Strategic initiatives for changing your business model



ABC Insights/HelioCampus Transformation Roadmap

Optimize Administrative Spend

Increase Academic Program Returns

Grow Resources

Examples of Strategic Initiatives For Change

- Consolidate Purchasing
- Cut Staff
- Re-engineer Processes
- Outsource
- Centralize/Shared Services
- Modernize Technologies
- Merge Multiple Locations
- Increase Spans of Control
- Decrease Energy Use

- Sunset Programs
- Expand Existing Programs
- Launch New Programs
- Increase Teaching Loads
- Hire More PT Faculty
- Hire More NTT Faculty
- Freeze New Faculty Hires
- Decrease # of Faculty
- Increase Student Retention

- Launch New Development Campaign
- Determine Unique Positioning
- Invest in Advertising Campaigns
- Collaborate with Other Universities
- Pursue PPPs (facilities, energy, etc.)
- Launch Medical Services
- Develop More Executive Education
- Increase Online Program Offerings
- Secure New Debt Offerings
- Grow Research Portfolio
- Sell Excess University Assets (land, etc.)
- Grow Enrollments

Source: www.abc-insights.com

Auburn University - Efficiency



Objectives

Initiatives

Impact

Optimize Administrative Spend

- **Cut Staff:** implemented Jaggaer, software to help provide more efficiency with decentralized staff, targeting administrative staff
- **Modernize Technologies:** projects totaling \$234.5 million were either completed or placed into service during FY 2019, adding 461,000 square feet of new facilities

- Created and maintained partnerships with the city
- Built infrastructure that fuels research and funding

Increase Academic Program Returns

- **Grow Existing Programs:** Primarily promote provost activity

- TBD

Grow Resources

- **Raise More Development Dollars:** completed a campaign at the end of 2018 and gained 20% more than current budget, to a total of \$1.2 billion, with intentions of continued annual contributions
- **Restructure Debt:** freed up \$20 million in savings with an NPV savings of 11.4%, of which \$1.5 million/year contributes to need-based scholarships

- Elevated to 'R1' university with increases in research
- Achieved record student enrollments, retention rates, and graduation rates

Auburn University - Effectiveness



Objectives

Initiatives

Impact

Drive Student Success

- **Diversity:** achieved a robust and diverse enrollment of students, increasing international enrollment by 6.0%
- **Financial Aid:** moved to a blend of merit and need-based financial aid, providing 1,239 new endowed scholarships and 2,108 new need-based and merit-based scholarships

- Increased the proportion of underrepresented students
- Increased access to Pell-eligible and first-generation students

Increase Employee Performance

- **Training:** Opened Onboarding Center
- **Training:** Launched New Supervisory Leadership Program (sold out)
- **Evaluating:** Simplified evaluation forms and process - all part of University's 3Rs Focus: Recruit, Retain and Reward

- Lower turnover

Improve Faculty Productivity

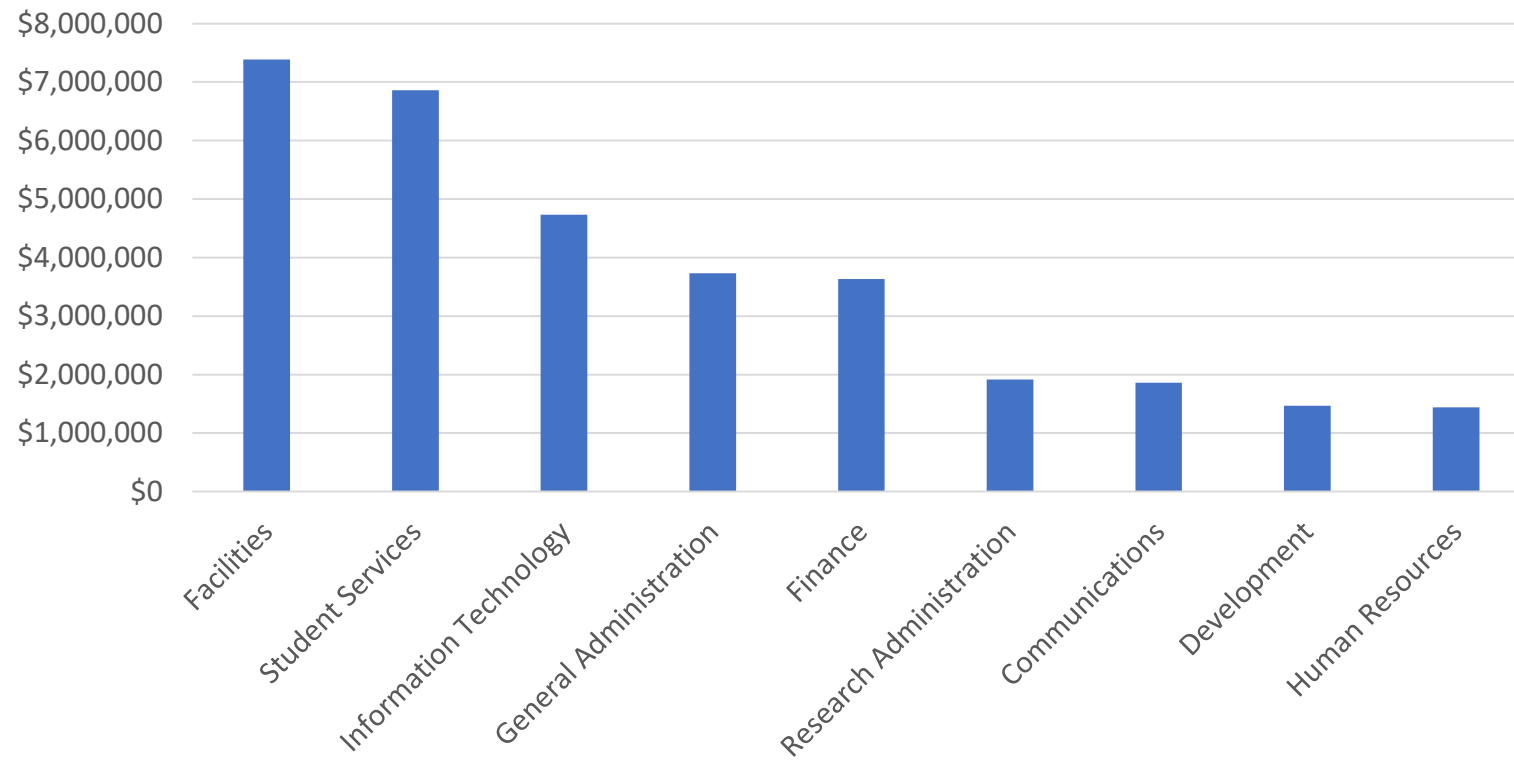
- **Class Size:** *Examine and adjust class size*

- More efficient and higher rankings

Results from a recent “ABC Administrative Efficiency Study” show biggest opportunities in Facilities, Student Services, IT and G&A



Efficiency Opportunity Per University



\$33M Total Efficiency Opportunity Per University

ABC Insights Methodology: Analyze the employee FTE levels by the 9 administrative activity and 55 sub-activity categories and then compare to benchmark average. Then cost out the opportunity at the FTE salary amount at that activity/sub-activity.

Student success and future earnings as a basis for ROI



ROI: Return on Investment for universities can be based not only on the profitability of an institution's administrative operations, but also on student success outcomes

Net Present Value (NPV)

NPV at Multiple Years

Net Price

Type & Level of Institution

Earnings-Price Return

Earning-Debt Return

7-Year Repayment Rate

Graduation Rate

Additional Institution Filters

One common measure of university success is ranking



US News & World Report uses the following weighted combination of academic quality indicators to calculate rankings:

| Ranking Factor | Weight (2017) | Weight (2019) |
|-----------------------------------|---------------|-----------------------|
| Graduation and Retention Rates | 22.5% | 22% |
| Undergraduate Academic Reputation | 22.5% | 20% |
| Faculty Resources | 20.0% | 20% |
| Student Selectivity | 12.5% | 10% (0% accept. rate) |
| Financial Resources | 10% | 10% |
| Graduation Rate Performance | 7.5% | 8% |
| Alumni Giving Rate | 5.0% | 5% |
| Social Mobility | 0% | 5% |
| Total | 100 % | 100% |

* Financial resources include “average spending per student on instruction, research, student services, and related educational expenditures in the 2015 and 2016 fiscal years”
 (Source: [US News](#))

USNWR also ranks the most efficient (and effective) university



$$\text{Operating Efficiency} = \frac{\text{Spend per student on education-focused activities}^*}{\text{Overall 0-100 Score}^+}$$

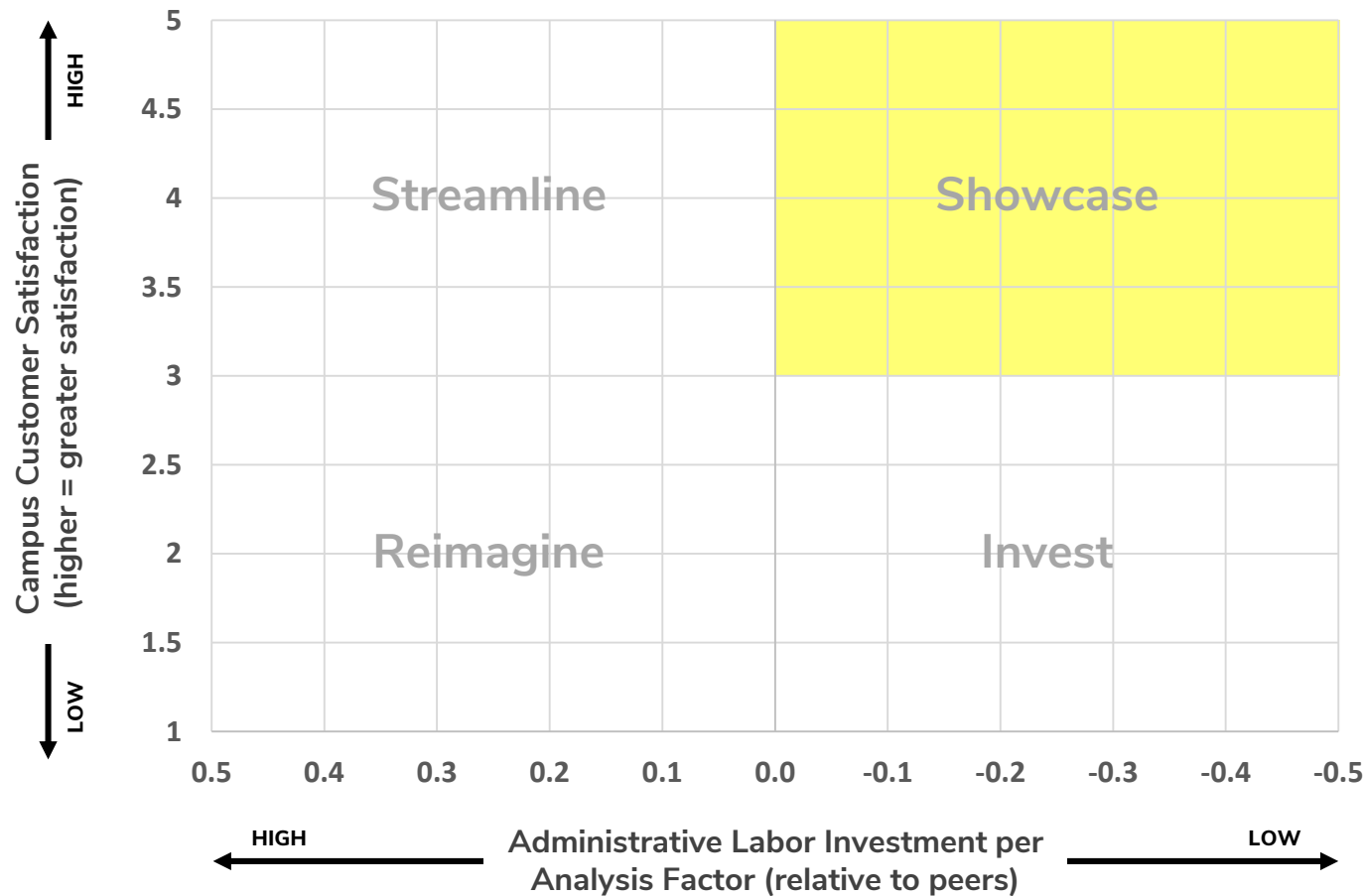
* “US News measures financial resources by calculating how much a school spends per student on instruction, public service, research, student services, institutional support and academic support. Unrelated spending on amenities like dorms and cafeterias do not count”; Financial resources has 10% weight in US News & World Report Best Colleges Ranking methodology (Source: [US News](#))

Introducing the most efficient (and effective) universities (those indicated in blue are members of ABC Insights Consortium)



| Efficiency Rank | University (state) | U.S. News National Universities Rank | Overall Score | Financial Resource Rank | Spending per student for each point in U.S. News overall score |
|-----------------|---------------------------------------|--------------------------------------|---------------|-------------------------|--|
| 1 | Miami University – Oxford (OH) | 78 (tie) | 55 | 226 | \$362 |
| 2 | Florida State University | 81 (tie) | 54 | 211 | \$390.18 |
| 3 | Brigham Young University – Provo (UT) | 61 (tie) | 174 | 174 | \$411.92 |
| 4 | San Diego State University | 140 (tie) | 42 | 250 | \$413.62 |
| 5 | Binghamton University – SUNY | 87 (tie) | 53 | 190 | \$436.49 |
| 6 | University of Alabama | 110 (tie) | 48 | 211 | \$443.19 |
| 7 | College of William and Mary (VA) | 32 (tie) | 70 | 111 | \$466.87 |
| 8 | Clark University (MA) | 81 (tie) | 54 | 163 | \$481.80 |
| 9 | University of Georgia | 54 (tie) | 62 | 121 | \$484.40 |
| 10 | Arizona State University – Tempe | 115 (tie) | 47 | 197 | \$489.01 |
| 11 | Texas Christian University | 78 (tie) | 55 | 158 | \$489.16 |
| 12 | Indiana University – Bloomington | 90 (tie) | 52 | 163 | \$493.10 |
| 13 | University of Texas – Dallas | 145 (tie) | 41 | 217 | \$494.94 |
| 14 | DePaul University (IL) | 120 (tie) | 46 | 197 | \$497.35 |
| 15 | Clemson University (SC) | 67 | 59 | 129 | \$501.72 |
| 16 | University of South Carolina | 103 (tie) | 49 | 179 | \$501.77 |
| 17 | Auburn University (AL) | 103 (tie) | 49 | 174 | \$517.16 |
| 18 | George Mason University (VA) | 140 (tie) | 42 | 202 | \$522.68 |
| 19 | Villanova University (PA) | 46 (tie) | 64 | 103 | \$524.05 |
| 20 | St. John Fisher College (NY) | 145 (tie) | 41 | 202 | \$528.42 |
| 21 | Virginia Tech | 69 (tie) | 57 | 114 | \$546.37 |
| 22 | Stevens Institute of Technology (NJ) | 69 (tie) | 57 | 114 | \$552.13 |
| 23 | University of Missouri | 120 (tie) | 46 | 163 | \$556.18 |
| 24 | University of Oregon | 103 (tie) | 49 | 147 | \$561.80 |
| 25 | Duquesne University (PA) | 120 (tie) | 46 | 163 | \$565.05 |

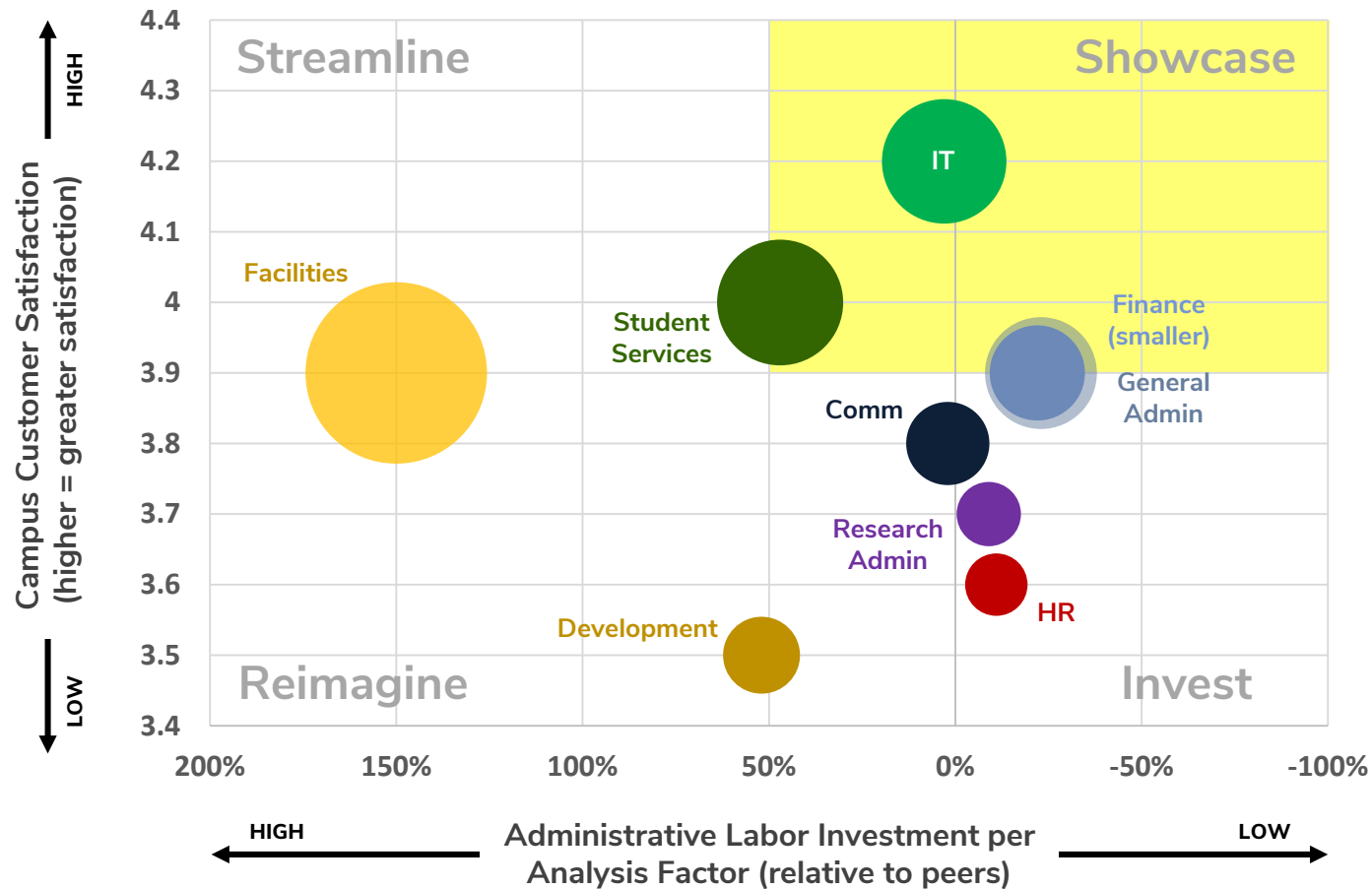
ABC Human Capital Matrix (Template)



Bubble size
Total Administrative Labor Investment
(cash compensation only)

- Analysis Factor**
- Communication: Total Headcount
 - Development: Funds Raised
 - Facilities: Square Feet Cleaned
 - Finance: Total Employee Headcount
 - General Admin: Total Headcount
 - HR: Total Employee Headcount
 - Information Technology: Total Headcount
 - Research Admin: Total Research Awards
 - Student Services: Total Student FTE

ABC Human Capital Matrix (Narrow Band)



Bubble size
Total Administrative Labor Investment (cash compensation only)

- Analysis Factor**
- Communication: Total Headcount
 - Development: Funds Raised
 - Facilities: Square Feet Cleaned
 - Finance: Total Employee Headcount
 - General Admin: Total Headcount
 - HR: Total Employee Headcount
 - Information Technology: Total Headcount
 - Research Admin: Total Research Awards
 - Student Services: Total Student FTE

Participant Participation – Polling Question 1



Question 1: Where do you think you have the bigger opportunity for efficiency gains?

- **Centralized administrative services**
- **Decentralized administrative services**



Discussion topics



- Introductions and Overview
- **Drive Greater Operational Efficiency & Organizational Effectiveness**
- Report Outs

Operational Efficiency and Organizational Effectiveness

NACUBO Master Class
October 21, 2020



Today's Presenters

Our presenters bring experience in both the development and implementation of efficiency and effectiveness strategies.



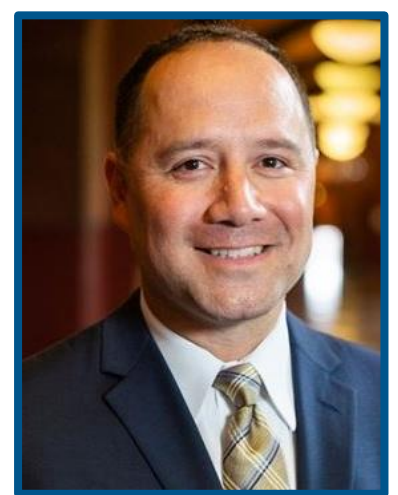
Laura Yaeger
Huron
Higher Education
Client Service Leader
lyaeger@hcg.com



Kurt Dorschel
Huron
Senior Director,
Strategy & Operations
kdorschel@hcg.com



Geoff Chatas
Georgetown
Senior Vice President &
Chief Operations Officer



David Green
Georgetown
Chief Financial Officer

What is the State of our Organizations?

Higher education institutions are facing unprecedented **volatility, uncertainty, complexity and ambiguity** as a result of COVID-19.



Finance

Estimates varied widely, though both public and private institutions publicly announced mean FY21 revenue **decreases of 9.3% and 8.6%** respectively.



Workforce

Sector-wide layoffs or furloughs **exceeded 50K** by July 2020, and new announcements continue to come as the conditions of fall semester became clear.



Enrollment

Undergrad enrollment is **down 2.5%** across all types of institutions. Down 11.2% for international undergrads. Spring remains uncertain.



Campus

Of 1,442 4-year institutions, **63%** planned for hybrid to fully online instruction. Many continue to adjust and pivot.

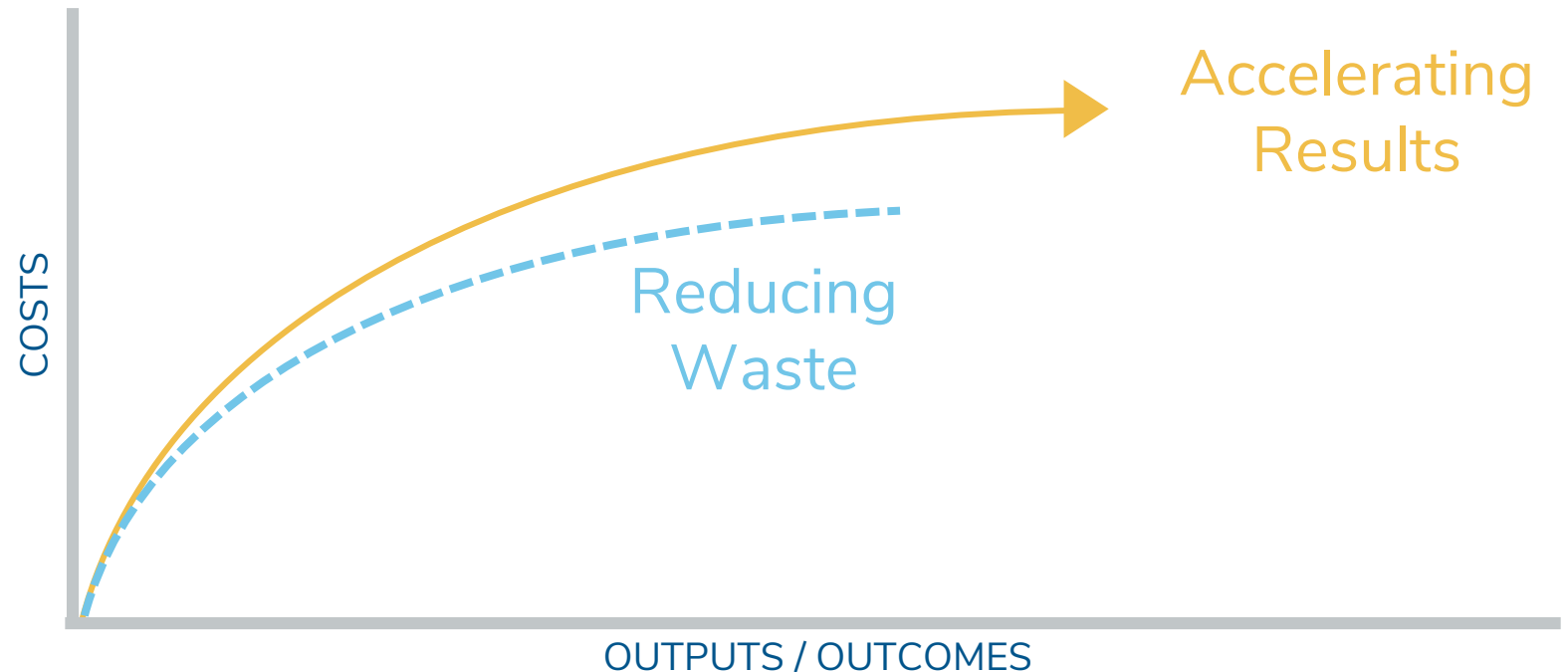
In a recent IHE survey of CBOs, nearly half said their institution "should use this period to make difficult but transformative changes in its core structure and operations."

What is Organizational Effectiveness?

Effectiveness focuses on the ability to realize institutional **outcomes and outputs**.

Effectiveness is the ability of an organization to achieve its strategic objectives in a sustained way.

Efficiency refers to the resources required to achieve those results.

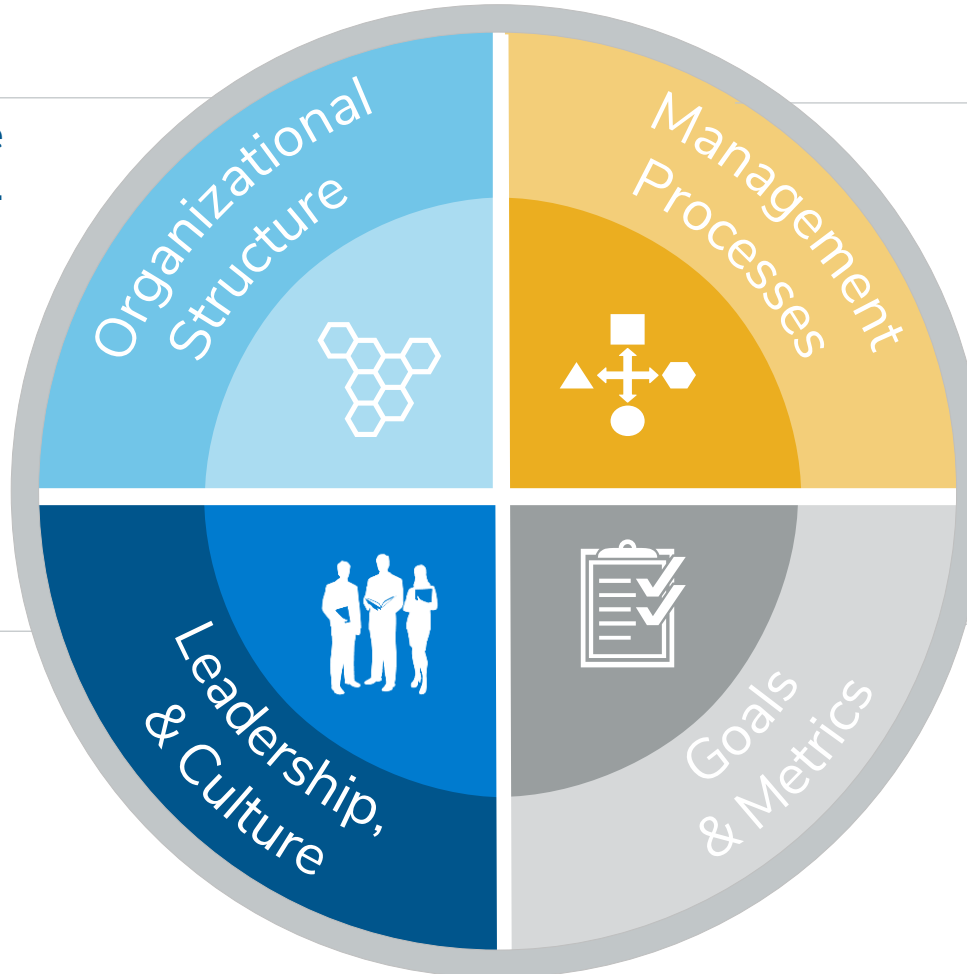


Increased effectiveness does not always mean lower costs.

Organizational Effectiveness and the Operating Model

Achieving effectiveness requires thinking of the entire operating model of the institution.

How we define and organize work and accountability.



How we define priorities, make decisions, allocate resources and coordinate action.

How we shape and model beliefs, behaviors and norms.

How we set objectives, define and measure success and create incentives.

Organizational Structure

Organizational Structures should create and reinforce **focused, meaningful roles**.



Role Clarity
and
Functional
Alignment

TALENT

- Career Paths
- Performance
- Learning
- Mentorship

PROCESS

- Clear Swimlanes
- Concise Workflow

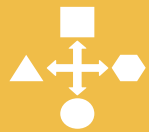
TECHNOLOGY

- Security
- Access
- Data Stewardship

Example: Realignment of fragmented HR work into new roles under Human Resources.

Management Processes

Management processes should create **clear decision paths** that allow for flexibility without taking the institution off course.



Focus on
getting
FAST

Flexibility.

Course-correcting as needed, based on shifting environments and new information

Anticipation.

Preparing for several different scenarios and creating entry and exit plans for each

Strength.

Fostering resilience and innovation amidst challenging circumstances

Transparency.

Committing to open, consistent communications across campus and with the community

Example: Making administrative costs visible to foster discussions around service.

Goals and Metrics

Shared goals and metrics should provide a common reference point that emphasizes the “**what**”—even when the how might be uncertain or changing.



Metrics at
Multiple
Levels



Example: Linking defined strategic outcomes to executive team compensation.

Leadership and Culture

Leadership and Culture should focus reinforcing **beliefs, behaviors and norms** in practice.



Tangible
Interventions
Shape Culture

BEHAVIOR ENABLERS

Tools, processes or
aids

ARTIFACTS

Material reminders,
displays, or
frameworks for
action

NUDGES

Incentives, curated
choices, or prompts

Example: Using a common collaboration site to assign actions to owners.

“Building the Airplane As We Fly It...”

Improving organizational effectiveness does not require transforming the entire institution at once.

Get the Parts

- Assigning ownership (publicly)
- Be clear about decision authority
- Sharing common, real-time information and data (dashboards)
- Establishing regular cadences of communication



Fly the Plane

- Hold people accountable (publicly)
- Address and learn from issues
- Capture and communicate lessons learned
- Converge around themes/outcomes, not organization boundaries
- Celebrate success

“This doesn’t get done with a memo.”

Define vision and priorities

Translate it to action

Enable and reinforce change

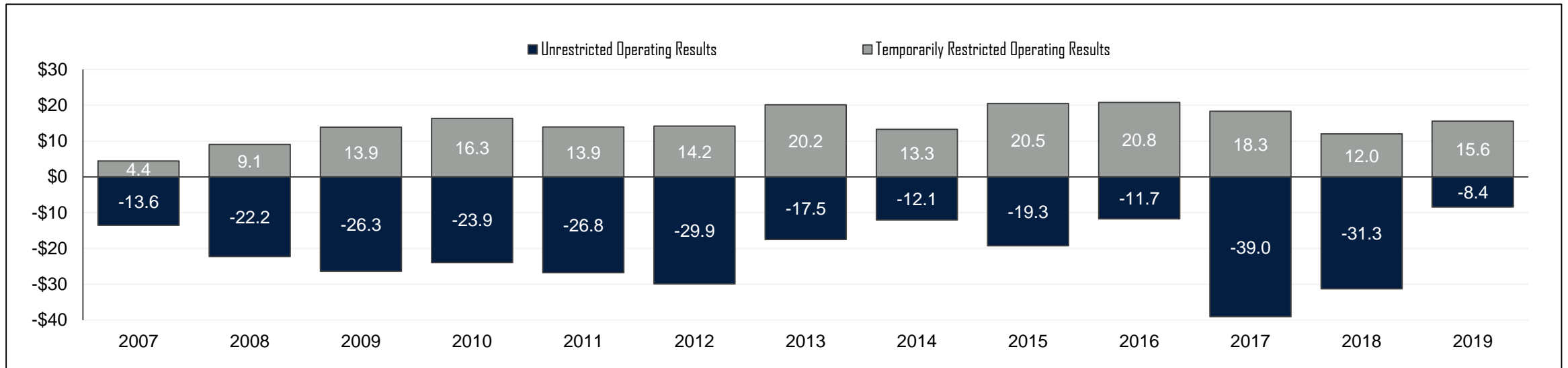
Operational Efficiency and Organizational Effectiveness

NACUBO Master Class – Georgetown Case Study
October 21, 2020



GEORGETOWN UNIVERSITY

Context for Change

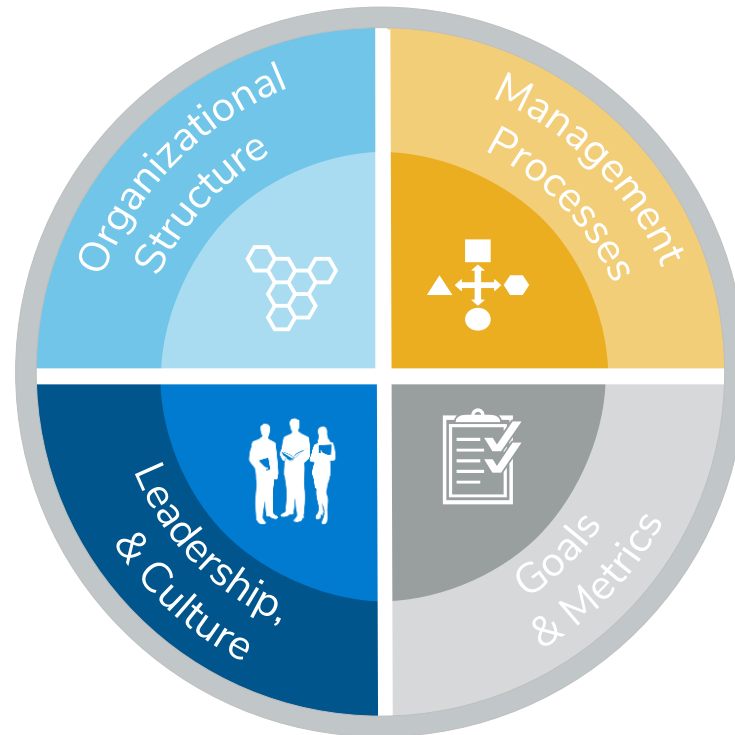


- 10+ years of operating deficits
- Highly distributed and sometimes duplicative administration
- Aging infrastructure
- Endowment and resource base that lags peers'
- Competitive market landscape and need for investment
- Tuition dependence
- Historical financial challenges at the medical center

Organizational Effectiveness Actions

- ✓ Analyzed management structures (i.e., “spans and layers”)
- ✓ Identified material number of managers with 3 or fewer direct reports
- ✓ Examined extent of title inflation

-
- ✓ Assessed siloed perspectives on Georgetown success (i.e., school by school)
 - ✓ Implemented increased accountability measures for performance and stewardship of resources
 - ✓ Increased cross-campus collaboration

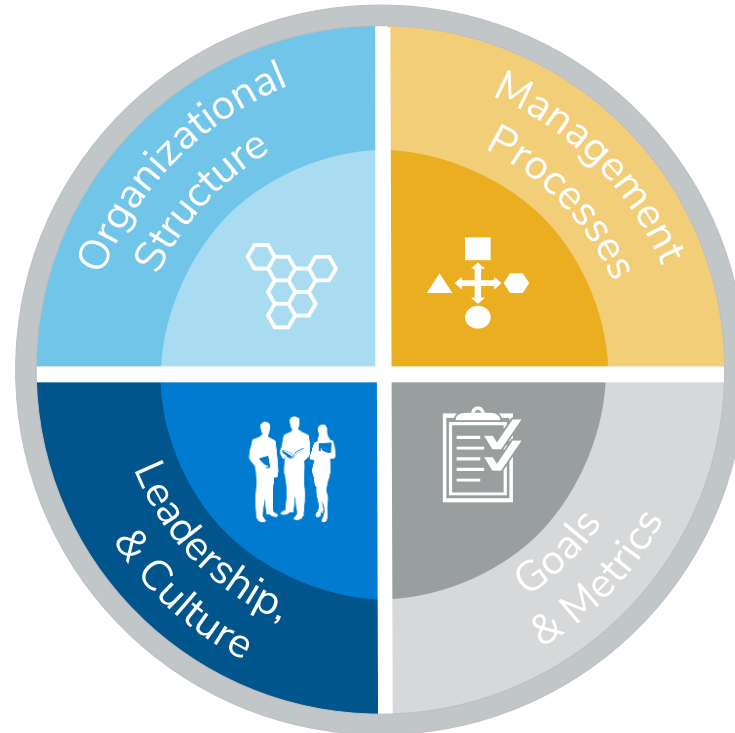


- ✓ Implemented controls for hiring, compensation and classification
 - ✓ Analyzed centralized vs. distributed effort across core administrative services (i.e. HR, FIN, IT)
 - ✓ Examined capital resource allocation and project prioritization
-
- ✓ Examined sources and uses of funds
 - ✓ Analyzed “apples-to-apples” school- and campus-level financial performance
 - ✓ Examined administrative service level equity across the enterprise

Organizational Effectiveness Results

- ✓ Significant unit-by-unit restructuring
- ✓ Permanently changed organizational structures
- ✓ Annual personnel savings in excess of \$20MM thus far

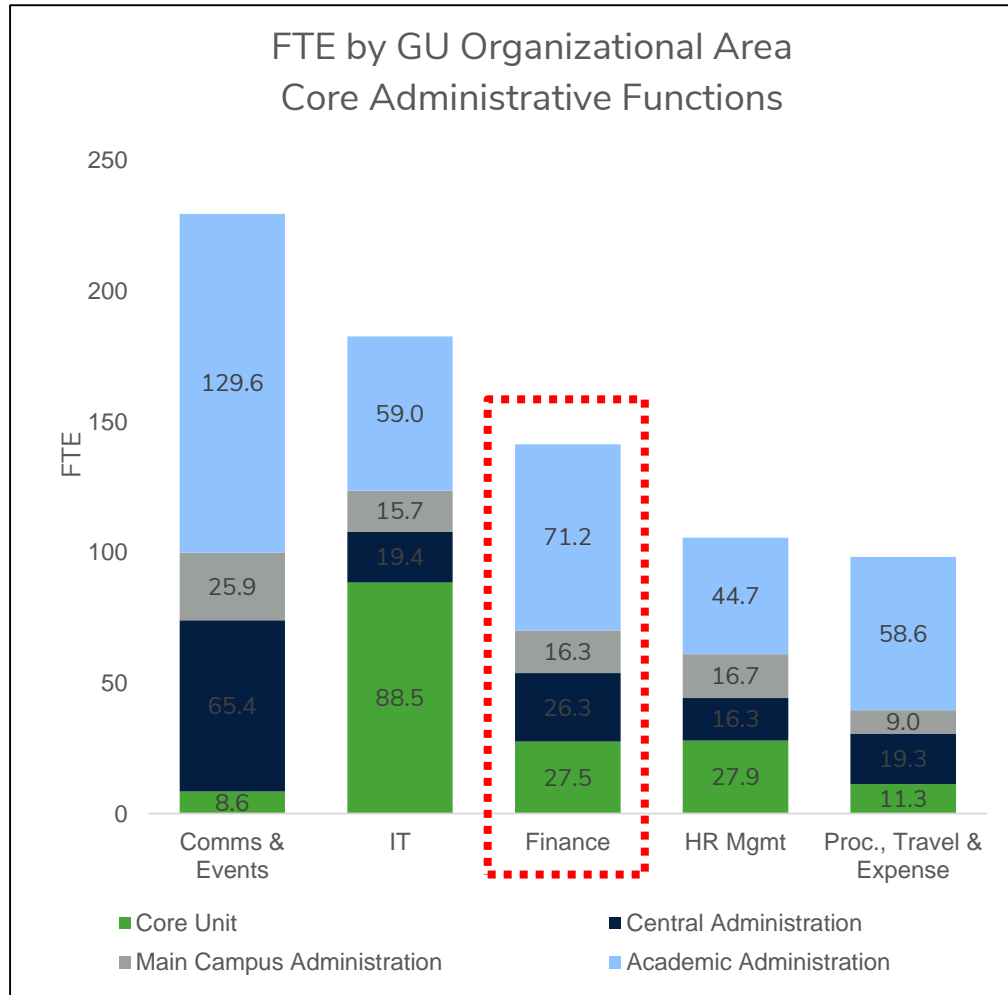
-
- ✓ Weekly cross-campus leadership meetings
 - ✓ Enterprise view of institutional success
 - ✓ Improved accountability for campus and unit performance



- ✓ Improved position control
- ✓ Increased appetite for shared administrative services
- ✓ Fostered longer-term approach to institutional investment and success

-
- ✓ Ongoing monitoring of financial performance
 - ✓ Improved insight into units' financials
 - ✓ Organizational redesign efforts aimed at normalizing service levels

Context for Change – Finance

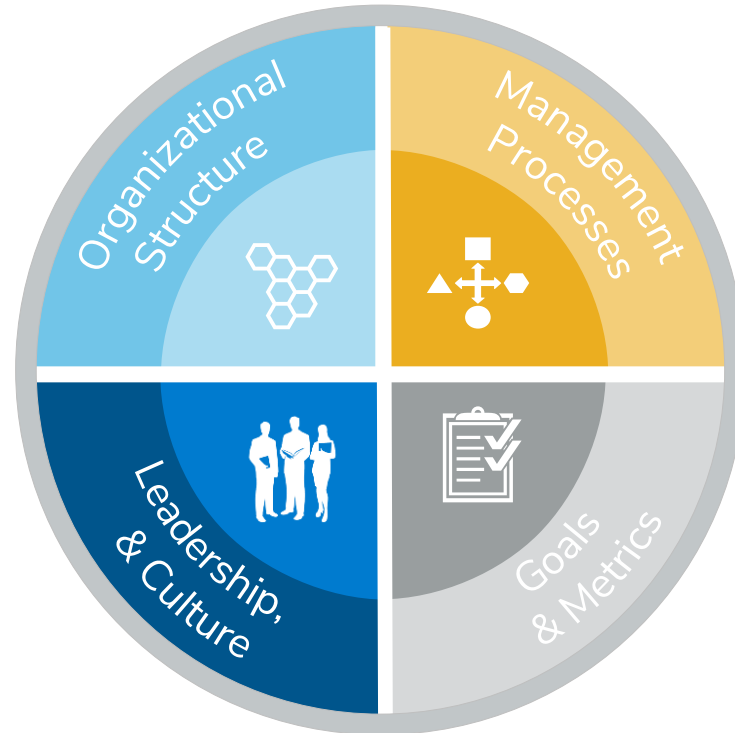


- GU's Organizational Effectiveness review uncovered the extent to which core administrative functions (e.g. finance, IT) were highly distributed across the institution's four campuses
- With new leadership in several key finance positions, GU decided to focus initial centralization efforts on reimagining the structure of the finance organization
- Quantitative and qualitative analysis revealed two main themes related to the effectiveness of the core finance unit:
 - Services provided were not meeting expectations
 - Many typical finance-related services were not being provided at all (i.e. lack of central collections), resulting in a need for units to provide these services themselves
- COVID-19 provided a unique opportunity to make significant progress on several key operational processes that would have been more difficult under normal circumstances (e.g. updating the travel portal)

Finance Case Study – Actions

- ✓ Realigned distributed finance personnel to report to the central finance unit
- ✓ Analyzed management structures (i.e., “spans and layers”) in the central finance unit
- ✓ Assessed salary data

-
- ✓ Developed support from campus leadership to address hard decisions related to under performing staff
 - ✓ Focused on attracting and retaining talent
 - ✓ Established career paths for previously distributed finance resources

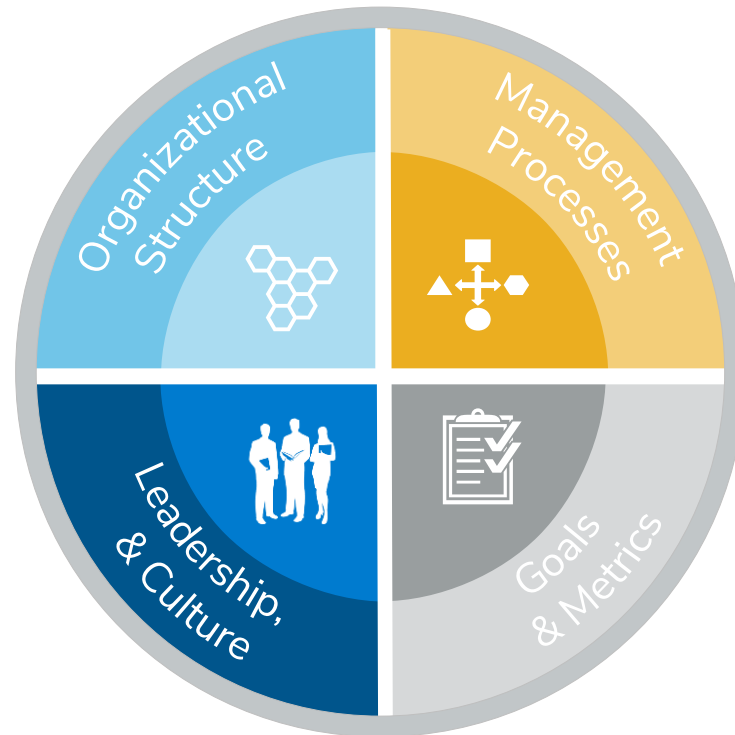


- ✓ Assessed services provided centrally to better understand any service gaps experienced by campus stakeholders
- ✓ Created process maps
- ✓ Implemented controls for better budgeting and management of cash

-
- ✓ Updated processes and increased oversight to better standardize service levels
 - ✓ Reduced the likelihood of compliance and fraud related issues
 - ✓ Identified cost saving measures that could be used to reinvest in people and systems

Finance Case Study – Results

- ✓ Streamlined services through centralization of resources
 - ✓ Reevaluated management structures within the central finance unit
 - ✓ Identified underfunded positions impacting attracting and retaining talent
-
- ✓ Implemented reductions-in-force for under-performing staff
 - ✓ Improved hiring practices aimed at recruiting and retaining top talent
 - ✓ Developed a community of practice by transitioning decentralized resources centrally



- ✓ Increased services offered by the central finance unit
 - ✓ Updated processes to optimize workflow between central finance office and business units
 - ✓ Optimized staffing within Financial Affairs to better align business services and budget processes
-
- ✓ Increased consistency of services
 - ✓ Implemented updated oversight methods to ensure compliance and reduce fraud
 - ✓ Implemented cost saving measures to be used for future reinvestment

Participant Participation – Polling Question 2



Question 2 – How well does your institution systematically measure its organizational effectiveness (organization structure, management processes, leadership and culture, and goals and metrics)?

- 1 – Poor
- 2 – Not Bad
- 3 – Average
- 4 – Good
- 5 – Excellent



Breakout Sessions

Questions to address during breakout:

1. How do you measure efficiency on your campus (most important metrics – top 3) and how has that changed given COVID 19?
2. How do you measure effectiveness on your campus (most important metrics – top 3) and how has that changed given COVID 19?

Discussion topics



- Introductions and Overview
- Drive Greater Operational Efficiency & Organizational Effectiveness
- **Report Outs**

Teams report out key topics, insights, and recommendations



Participant Participation – Polling Question 3



Question 3 – Based on your understanding and conversations from today’s master class which of the topics presented is likely the easiest for you to address?

- 1 = organization structure
- 2 = management processes
- 3 = leadership and culture
- 4 = goals and metrics



A preview of next week's class and SME guests



Oct. 9 3:30-5pm EST

Understanding and Managing Financial Realities



Kasia Lundy
Managing Director in the Education Practice, EY-Parthenon



Haven Ladd
Managing Director in the Education Practice, EY-Parthenon

Oct. 21 3:30-5pm EST

Drive Greater Operational Efficiency & Organizational Effectiveness



Laura Yaeger
Higher Education Client Service Leader, Huron Consulting



Kurt Dorschel
Senior Director in the Higher Education Sector, Huron Consulting

Nov. 4 3:30-5pm EST

Aligning Faculty Effort to Institutional Mission: Leveraging Traditional Scholarship to Optimize Academic Resources



Peter Stokes
Managing Director in the Higher Education Group, Huron Consulting



Mike Cogan
Strategy and Ops Consultant in the Higher Education Group, Huron Consulting

Nov. 18 3:30-5pm EST

Driving Efficiency and Effectiveness in Administrative Services



Jonathan Fry
Managing Director, Head of NA Education Practice, Accenture



Natalie Sisto Means
Managing Director, Strategy & Consulting, Accenture

Dec. 2 3:30-5pm EST

Post-Pandemic – The Future of Higher Education



Samantha Fisher
Managing Director, NA Education Practice, Accenture



Aneel Delawalla
Managing Director/Senior Partner, Accenture Strategy

Each Session Hosted By:



Jim Hundrieser, Ph.D.
Vice President for Consulting Services, NACUBO
Focus on student success and strategic business models
B.S. from Northern Michigan University, M.Ed. from Plymouth State university, Ph.D. from Barry University



Paul Friga, Ph.D.
Strategy Prof. at UNC CH, Co-founder of ABC Insights
Focus on university strategy and efficiency/effectiveness
Previously with PwC and McKinsey
B.S. St Francis University, MBA & Ph.D. UNC-CH

Thank you to our program organizers and sponsors



[Click Here For More Info and To Register](#)