

Statewide Transformation

April 14, 2016

Statewide Transformation

- Need for clarity of roles and responsibilities of staff in Statewide and those with similar or related functions on the campuses.
 - Avoid unnecessary frustration, cost, time, and service delays, while ensuring responsiveness and accountability.
- Avoid expensive one-of-a-kind processes and enterprise systems.
 - Ensure lowest cost and convenience for our students.
- Charge the officers at Statewide with reinvigorating their respective consultative councils.
 - Campus leaders and governance representatives included as members.
- Guiding principles for how to think about the changes ahead:
 - Work that directly touches faculty and students should be done on the campuses.
 - Work that involves statewide strategy and policy will be led by Statewide in consultation with campus leaders.
 - Governance representatives will be included in the various councils.
 - If divergent processes do not create value by bringing us a new student or graduate a student more quickly, then a standard process will be used.
 - Our budget is being cut by the State and we must seek more cost-effective ways of contributing to the university's primary teaching, research, and service mission.

Academic Affairs and Research (AAR)/University Relations (UR) Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Maintain leadership of educational policy issues at SW.		X			
Transition K-12 Outreach to the universities; streamline where appropriate.	X				
Move workforce development programs to the universities; Statewide can assist with incubation of new programs.				X	
Maintain system-level workforce development relationships at SW to ensure alignment with Shaping Alaska's Future. Clarify, remit and assess proper placement of function. Charter will be developed.				X	
Maintain leadership role for system-level industry-related policy decisions at SW.		X			
Change focus of Student and Enrollment Services to align with essential roles of SW and consider changing the name to Student and Enrollment Strategy (SES). AVP will chair Student and Enrollment Council with clear Charter and ensure campuses are implementing effective student recruitment and retention strategies aligned with campus mission.				X	
Student-related services, campaigns and communications will be conducted at the universities. SW will ensure that campuses have recruitment plans and that those plans are being worked and are effective and aligned with their respective missions.			X		
Utilize newly-named SES to facilitate system-level student scholarship, and tuition policy development.			X		
Alaska Scholars outreach and external relationships will remain in Finance, but include Alaska Scholars program director on SES Council to strengthen integration and coordination.				X	
Family Educational Rights and Privacy Act (FERPA) policy development should be held at SW and be housed in AAR/SES. FERPA compliance should be managed at the universities.	X				

Academic Affairs and Research (AAR)/University Relations (UR) Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Maintain system governance as it is currently structured and located	X				
SW CITO will be accountable for leadership of enterprise systems. Standards, policies, priorities, and enhancements will be at SW in consultation with campus IT leaders and functional area leads (e.g., HR, Finance, Student, etc.). IT Council will have clear Charter, roles and responsibilities. Access policies will be set at SW but access decisions made at campus level.					X
When moving Banner/other student system security and access management to the universities and OIT, SW CITO is accountable for enterprise management in consultation with cross-functional team coordinated by UA System and campus administration.			X		
Move AVP State Relations under the Office of Strategy, Planning and Budget (SPB). (Now University Relations)	X				
Eliminate the Squire Patton Boggs Federal relations contract.	X				
AVP Public Affairs will report to VP, UR, as will AVP, Development, and AVP State Relations.	X				
Consider options for state relations and federal relations.					X
Eliminate UR administrative support position	X				
Align efforts and explore ways to work together with University Relations and AAR in supporting State and Federal relations efforts	X				
Reassign Shaping Alaska's Future Office work to Public Affairs/University Relations	X				

Academic Affairs and Research (AAR)/University Relations (UR) Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Develop a strategic enrollment strategy and plan that includes recruitment, retention, and completion that can be used to inform roles and responsibilities of UA System and Universities while recognizing importance of ensuring campus plans are aligned with mission and are effective.					X
VP AAR will prepare, with assistance of SAC, a white paper on accreditation and present it to President's Cabinet as soon as practicable.				X	
Clearly define the role of research and define key strategies and goals.					X
Establish an e-Learning vision and strategy in concurrence with Strategic Pathways.					X
The AVP Development/President of the UA Foundation will chair the UA Executive Development Council to align University accountabilities and results (particularly with regard to Prospect Management). Examine structure and accountabilities to leverage the full potential of major gift fundraising.				X	
Clarify the overarching mission and vision of the University Relations function, as well as the role of University Relations with respect to the Federal Government.				X	
Ensure easy and efficient access for data to better develop and implement strategic priorities.				X	

Administration (ADM) Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Reorganize administrative functions to improve efficiency and sharing of resources and knowledge, and to provide better integration with other departments.			X		
Eliminate less than ½ time temporary coordinator position and distribute administrative work to other departments within SW with existing capacity, or utilize a shared service model for administrative support.					X
Use co-located administrative assistants (e.g. VP Academic Affairs and Research (AAR) admin.) as backup to President’s assistant, providing professional growth opportunities and succession planning.			X		
Consider processing travel and procurement requests through existing administrative hubs or staff in other departments (e.g. Office of Information Technology (OIT) business office, General Counsel’s office, a shared model among co-located VP level administrative assistants).			X		
Use local (university-based) videoconferencing and administrative support for BOR meetings.			X		
Consider how to staff university house and evaluate the need to hire a special events coordinator who might also serve as a backup in providing travel and procurement services. Assess if position would be full or part time.			X		
Eliminate Shaping Alaska’s Future Office and reassign work to Office of Public Affairs/University Relations and President’s Office.	X				
Risk Services will report to FA. Chief Risk Officer will be member of President’s Cabinet.			X		
Focus SW Risk Services work on policy-related operations (e.g. insurance claims).			X		

ADM Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Move operational risk functions to the universities and out of GC if economical from systemwide view.			X		
Evaluate opportunities to streamline SW policy-level Risk Services staff. Evaluate staffing regularly (potentially no less than a three-year review cycle, similar to SW Audit) relative to degree of risk present (e.g. if claims are decreasing, consider needed staffing levels).			X		
Support University Relations on Federal relations efforts and ensure Federal and State relations are aligned and taking advantages of leveraging opportunities. Campus engagement is necessary to work in collaboration with VP UR and systemwide plan.				X	
Evaluate designating one campus as lead for systemwide facilities issues.				X	
Employ a Chief Human Resource Officer with the ability to assume traditional HR responsibilities currently performed by the General Counsel.	X				
Assign the responsibility for responding to routine public records requests to University Relations.				X	
Redesign roles, responsibilities, processes and technology used to facilitate contracting processes.					X
The AVP IR will chair an IR council with Charter and clear roles and responsibilities. Of primary importance is wide access to accurate, current, and consistently collected data. This will be done in consultation with IR and functional area leaders on the campuses.				X	

ADM Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Create a long-term land management strategy for the University. Campuses receive benefit of spending from the Natural Resources Fund, e.g., Alaska Scholars (tuition).					X
Determine the most effective and efficient process and location for issuing and administering land permits consistent with the soon to be developed analysis and process improvement report				X	
Chief Risk Officer is considering use of the SW Emergency Manager for Business Continuity purposes.					X

Finance (FIN) Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Finance Council, which will develop clear Charter laying out roles and responsibilities, will examine current level of risk for reporting functions and related staff time/effort to determine if SW is over- or under-resourcing some functions.				X	
FA will lead in development of policies that will be consistently applied on the campuses. Inconsistent practices will be permitted only in cases where critical for measurable purposes tied to campus mission. Operational functions, where economic from a systemwide view, will be assigned to the campuses.				X	
The SW CITO is accountable for enterprise management, enhancements, etc. in consultation with cross-functional team (including HR, Finance, Student, etc.) coordinated by UA System and campus administration. Access policies set at SW for implementation by campuses to eliminate duplication of technology system management and functions.					X
Risk Services will report to FA. Chief Risk Officer will be member of President’s Cabinet.				X	
CHRO will report to the President. Transactional HR functions will move to the campuses or to other units within SW.			X		
Examine all Senior Administrative positions across UA system. In current budget climate, cuts must be made in upper level management as well as on the “front-line.” Preliminary goal will be a 20% reduction in FY2017.			X		
Maintain Audit and Consulting Services policy functions, but encourage Audit Services to emphasize partnership and support for units being audited.	X				
Regularly review audit staffing levels and adjust staffing to match level of acceptable risk, potentially no less than a three-year review cycle.	X				
Ensure adherence to annual audit plans by minimizing ad hoc internal audits.	X				

FIN Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Use audits as a tool to evaluate management practices and decisions, while emphasizing partnerships and support for units being audited. Management of anonymous Hotline will remain with Audit, but will coordinate with accountable executive for lead role in investigations.	X				
Regarding Banner/other Finance system security and access management, the SW CITO is accountable for enterprise management, enhancements, etc. in consultation with cross-functional team (including HR, Finance, Student, etc.) coordinated by UA System and campus administration. Access policies set at SW for implementation by campuses.					X
Maintain role as custodian of system institutional data and definitions, but clarify who holds responsibility for making decisions about data integrity and definitions. Overall accountability will be at SW with specific responsibilities at each campus.			X		
Create and implement a comprehensive technology governance structure that establishes system/technology strategies, resources, and management oversight policies for the future	X				
Remove Records and Management from FA, limit to policy level role and move to OIT where Security Oversight functions already exist. Records and OnBase administration will be governed by CITO as accountable executive in consultation with campus and functional area leaders in IT Council.					X
Examine senior records management positions and consolidate records manager position(s) within Security Oversight and continue coordinating technical management with universities. Reduce duplication of policy level groups for this function..					X
Like other enterprise systems, OnBase will be part of SW IT portfolio with CITO accountable for consistent service to the universities and functional areas of SW. IT Council—with campus and functional area leaders—will advise CITO on needs, priorities, etc.					X

FIN Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Analyze level of management needed for development and oversight of prudent SW and Foundation investment strategy.	X				
Eliminate operational functions of Chief Procurement Officer position at SW and move those functions to a University.			X		
College Savings Plan will remain in FA and director will serve on SW Student affairs council in order to ensure coordination.			X		
Have SW AAR coordinate with the universities and SW Office of Public Affairs on outreach activities in order to keep student-centered programs more closely coordinated with university delivered student services.			X		
Redesign financial reporting system, process, structures, roles, and responsibilities.					X
Develop a plan to enhance training on Banner, financial systems, and processes					X
Charge the Payment Card Industry (PCI) governance committee to define policies, strategies, roles, processes, and systems that will add value to the PCI administration and reduce institutional risk.			X		
Develop comprehensive succession plans within the Finance and Investing department to mitigate risk of knowledge loss				X	
Convene a team of procurement and other leaders to evaluate the Jim Lynch reorganization recommendations; develop a procurement strategy and plan that defines a future vision for procurement and that defines roles, responsibilities, structures, systems, and processes for the delivery of procurement services across the University.	X				
Develop an appropriate procurement adjudication process, and identify a UA System Office resource to adjudicate procurement disputes.	X				

Human Resources (HR) Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
CHRO will remain a direct report to the President with a focus on strategic level HR work	X				
HR transactional work for statewide employees will be performed by UAF HR			X		
Charter for HR Council -- to lead HR policy for the UA system, chaired by CHRO -- will be created				X	
SWHR will maintain functions that are policy-related or require consistency across the system (labor relations, job family structure/market analysis, compensation, benefits)		X			
Operational HR services for statewide employees (recruitment, onboarding, data entry) will be provided by UAF; local HR offices will provide guidance to statewide employees in other locations			X		
CHRO to be "accountable" executive for HR institutional data definitions, in consultation with campus HR leaders			X		
Strategic Pathways program review of SWHR Systems group and IT by external consultant experienced in IT and process improvement to ascertain any enterprise management operations to move to IT					X
SWHR will lead IT priority setting for HR projects and participate in priority-setting for IT portfolio			X		
SWHR will delegate Banner access management to campuses			X		
Payroll for statewide employees will be moved to UAF			X		
SWHR will retain UA systemwide payroll accounting, and tax accounting for out of state and international students and employees		X			

HR Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
Reduce number of out-of-state employees			X		
SWHR will maintain oversight role for classification and compensation; will improve transparency to foster equity and consistency across the system			X		
HR Council will consider centralized position classification for consistency					X
SWHR will regularly review compensation across job families and between universities, and conduct market analyses; report to president and universities			X		
SWHR will implement collaborative hiring for statewide recruitments	X				
SWHR will maintain responsibility for health insurance, wellness program, benefit accounting, benefits design/procurement and retirement compliance; will focus on process improvement and active consultation with HR Council		X		X	
Eliminate dedicated SWHR training office	X				
Training and development policy and requirements will be within the scope of the CHRO after consultation with HR Council				X	
HR Council will coordinate a common mandatory training standard for all UA employees (Title IX, safety, etc.) using local HR staff. Tracking will be standardized.					X

HR Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
HR Council will launch a comprehensive effort to redesign and automate key HR processes and transactions; HR Council Charter will clarify roles and responsibilities.				X	
SWHR and campus HR teams will mutually establish a culture of trust and collaboration.			X		
SWHR will shift to policy level, strategic leadership role, leading HR policy (not advisory).			X		
HR Council will inventory strengths and best practices across the system. HR issues will be triaged at the university level and experts across the system will be leveraged.				X	
HR Council will address development of a self-service system for key HR transactions.					X
SWHR will explore outsourcing of some HR processes/transactions.					X
CHRO will be accountable for follow through and implementation of decisions.					X

Information Technology (IT) Transformation Decisions

Decision	Done	No Change	30 Days	60 Days	90 Days
IT Governance Review and Development plan by Ellucian with Charter and clear roles and responsibilities.					X
Strategic Pathways program review of IT, external consultant experienced in IT and process improvement.					X
Move Banner access approvals to campuses while we implement an automated way to assign these by job role.			X		
Transition OnBase systems administrator and PCI compliance to OIT Security Oversight.			X		
Move OnBase systems administration and maintenance to OIT.			X		
Transition basic operational support staff to local UAF campus. This will include helpdesk, desktop support and training staff.			X		
Centralize maintenance and upgrade functions for Banner under OIT.					X
Leverage OIT Business office within SW to serve other SW offices.			X		
Put in place single learning management system (Blackboard) so that students have one go-to place to access their courses and have that in place by Fall 2016.				X	
Establish single email and calendar solution through Google Apps to streamline communications and calendaring.			X		
Unify IT helpdesks across the system into a single system to streamline student, staff and faculty support.				X	
Continue to examine outsourcing options.					X

Next Steps

- Your leaders will be developing specific implementation plans within the coming weeks in conjunction with other SW and campus leaders.
- Implementation plans will need to align with our challenging budget reality, where under the best case scenario, we are looking at a 14% budget cut across the university system.
- Budget cuts will NOT be distributed across the board and we must prioritize in favor of our core mission; as a result, cuts likely will be slightly higher here at SW.
- That said, we will make sure that SW is sufficiently resourced to carry out its most important functions for our university.