

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: **Finance and Facilities** **Date of Meeting:** **April 18, 2012**

Agenda Item: **Campus Service Cooperative Update**

Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring

Information

Cite policy requirement, or explain why item is on the Board agenda:

The Campus Service Cooperative (CSC) is a key initiative to deliver efficiency, quality, and compliance in support of the Strategic Framework, in particular the goal to “deliver to students, employers, communities, and taxpayers the highest value/most affordable option.”

Scheduled Presenter(s):

Colin Dougherty – Associate Vice Chancellor for Finance
President Richard Davenport – Minnesota State University, Mankato (CSC Leadership Committee)
President Tim Wynes – Inver Hills Community College (CSC Leadership Committee)

Outline of Key Points/Policy Issues:

The CSC continues to make significant progress and gain additional participation throughout Minnesota State Colleges and Universities. An expanded CSC leadership committee, comprised of three university presidents and five college presidents, now meets monthly to help drive the vision, strategy, and implementation. Finance, human resources, financial aid and information technology work teams are launched and moving quickly. CSC leadership is now exploring proposals from a number of firms including Accenture, Deloitte Consulting, IBM, and Public Consulting Group to provide additional short term project support. Performance goals, metrics, project timelines and deliverables are targeting substantial implementation progress by calendar year end.

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

INFORMATION ITEM
Campus Service Cooperative Update

PURPOSE

The Campus Service Cooperative (CSC) is a key initiative to deliver efficiency, quality, and compliance in support of the Strategic Framework, in particular the goal to “deliver to students, employers, communities, and taxpayers the highest value/most affordable option”. This presentation will focus on progress to date and plans for engaging additional outside resources to accelerate success and adoption throughout Minnesota State Colleges and Universities (MnSCU).

BACKGROUND

The CSC mission is a focus on efficient and transformational delivery of services, while maintaining the distinct educational mission of each college and university.

The initiative’s tag line is “One Team, Many Campuses”. The CSC embraces best practices, tools, processes and strives to tackle campus work together in the “cloud” through virtual common work queues across member campuses. Savings are realized through efficiency and attrition. The CSC approach includes a relentless pursuit of continuous improvement.

The CSC is focusing initially on projects within finance, human resources, and financial aid. Specific finance related projects include: accounts payable, purchase card, workflow, direct lending, payroll, account reconciliation (both local bank accounts and state treasury accounts), strategic sourcing, procurement, and employee record updates.

One of the Finance specific efforts is “Project Harmon,” an opportunity for business offices throughout MnSCU to come together and share ideas for improving the way in which they perform their work. Together, the campus leaders identify common best practices and search out better ways to do things. New processes, tools, forms, controls, systems, reporting, and workflow are all under consideration. The project team explores suggestions and ideas then documents them and seeks input from a compliance/audit perspective. Participating campuses can then implement these improvements, knowing that processes are shared by the other participants in Project Harmon. Currently, Project Harmon consists of five campus business offices - one university, and four colleges, along with the system office.

Systemwide human resources leadership has been engaged in both a systemwide shared services planning effort and multiple shared services pilot projects. Chief human resources officers (CHROs) from across the system have participated in lively and creative conversations in a

series of sessions identifying and prioritizing opportunities to apply a shared services model to human resources functions. These sessions lead to the development of project teams that focused on five high priorities. The teams are charged with developing a project scope and anticipated return on investment report. The Campus Services Cooperative and Human Resources (HR) staff, leaders, and stakeholders will use the reports to further focus resources toward shared services opportunities that will most successfully result in efficiencies and real savings for our campuses.

Separate from these five project teams, a number of campus HR departments have employed a shared services model in order to ensure the delivery of HR services to their employees. Over the past year, an increasing number of CHROs have established shared services projects with colleagues at other institutions when there has been an absence or departure of key staff. The success of these collaborations has resulted in a greater interest in turning to shared services as a solution.

Systemwide financial aid leadership group has formed a steering committee that has been meeting for the past year to identify those financial aid functions that must remain on campuses and those that could be efficiently performed in a cooperative setting. The steering committee has identified a number of information technology enhancements that will enable work-flow improvements and will generate significant productivity improvements.

As an outgrowth of the steering committee work, six working groups have been established that will lead to standardized financial aid “set-up” within the ISRS financial aid module, greatly simplifying the task of designing “coop-friendly” processes and allowing a school to assist other schools – the most basic “One Team, Many Campuses” model. That model should then be scalable and utilized by greater numbers of institutions. Working groups will also design a standard Student Loan Default Management and Loan Counseling program that can be implemented centrally and will benefit all institutions.

In the area of information technology, a workgroup of campus chief information officers (CIO) has conducted and analyzed a survey of the various applications hosted at each campus. Based on this work, the CIO community has selected three short-term technology projects that incorporate the principles of the CSC. They are a systemwide “Active Directory” project that provides secure access to Microsoft environments; Winona State University will host a systemwide collaboration tool (Microsoft Sharepoint); and implementation of systemwide classroom and event management software (Dean Evans EMS). The campus CIOs and system office ITS are actively collaborating to identify and prioritize additional CSC information technology projects.

The CSC continues to gain additional participation throughout MnSCU. The chancellor has appointed the CSC leadership committee, comprised of three university presidents and five college presidents, which meets monthly to help drive the CSC vision, strategy, and implementation. The Leadership Council has endorsed the strategy and implementation plan.

The CSC held a half-day resource launch pre-proposal session at Harmon Place with four potential partners: Accenture, Deloitte Consulting, IBM, and Public Consulting Group. These

firms will submit proposals to two statements of work: business process and strategic sourcing. The vendors were asked to propose metrics, implementation strategies, financing methods and execution plans for both the administrative services and the sourcing initiatives. Steady, strong, implementation progress is targeted for the balance of this calendar year.