

# Organizational Design Options for Shared and Centralized Services

Action Learning Team #9

## Executive Summary

### Team Project

As regulatory requirements have grown, the demand for consistent practices has increased and budgets have tightened. Minnesota State Colleges and Universities want to find the most effective way to deliver administrative services across the system. Therefore, the charge given Team #9 was the following: Research administrative service delivery models used in other public higher education systems throughout the country and their funding mechanisms. Analyze the models used by other systems and identify their strengths and weaknesses. Recommend one or more option for MnSCU to consider implementing.

To address the charge, Team #9 conducted a literature review, interviewed higher education systems and reviewed MnSCU services. Examination of all data occurred to identify the most typical services to share or centralize as well as themes related to effective implementation. Promising practices and pitfalls to avoid were summarized for each theme.

Centralized and shared services for higher education systems add value in a number of ways as experienced by several colleges and universities discussed in this report. There are lessons to be learned from our own Minnesota experiences as well as those of others from around the country. Our recommendation is three-fold:

1. Convene a leadership group to target transactional areas such as human resources, finance and information technology and create a plan addressing the following:
  - a. Strategic Planning and Governance
  - b. Benchmarking and Metrics
  - c. Decision-making
2. Create a system-wide communication plan to ensure transparency
3. Implement action plans using promising practices
  - a. Review two recommended reports: Hanover Research and Education Advisory Board
  - b. Examine the Comprehensive Matrix
  - c. Consider examples of promising practices within report

### Team Learning

In addition to the action-learning project, Team #9 members grew individually and collectively. Some of the highlights of working together shared by members include:

- Recognizing that each person has different strengths and working with those is a benefit to the whole team
- Enjoying time to step away from regular, “task oriented” jobs to learn from each other and from the research
- Working in a group requires us to realize individuals are at different places
- Meeting face-to-face was better for productivity and relationships

### **Executive Sponsor**

Laura M. King, Vice Chancellor and CFO

### **Team Advisors**

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### **Team Members**

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