

2016 Best Practices Proposal Form



CACUBO
Central Association of College
& University Business Officers

Completed proposals are to be submitted to bestpractices@cacubo.org or by contacting Donna Rohlfer, Director, CACUBO Best Practices Awards, rohlfedm@miamioh.edu.
The deadline is April 30, 2016.

Best Practices Program Submission:

Title: Ohio University, College of Business, "Business Services Model"

Primary* Contact Information:

The primary contact must be a CACUBO member institution of higher education.

Institution: Ohio University

Address1: College of Business - Copeland Hall

Address2: 71 S. Court Street

City: Athens State/Prov: Ohio Zip Code: 45701

Salutation: Prof. Dr. Mr. Mrs. Ms.

First Name: Evelyn Middle Name/Initial:

Last Name: Blake Suffix (Jr, III, etc.)

Professional Title: Administrative and Financial Officer

Email : blakee@ohio.edu

Phone: 740-593-2003 Fax:

*Additional team contacts may be listed at the bottom of this form.

Institution Information:

Institution: Research Comprehensive/Doctorate Small Institutions Community College

Year Founded: 1804

Geographical Location: Southeast Ohio

Number of Students: 24000 +

Website: Ohio.edu

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Statement of the Problem:

Provide a brief statement identifying the challenge your institution encountered that benefited from your best practice.

Our services were decentralized, inefficient and inconsistent across departments and centers. Some departments and centers benefitted from individuals with higher levels of expertise while others were left with no support. From a financial perspective there was very little control over departmental spending or misuse of resources due to these inefficiencies. This impacted the budgetary process as well as caused dissatisfaction across departments and centers where services were unavailable or lacking. Department Chairs were responsible for administrative tasks that hindered their ability to focus on their individual academic programs and students.

Identify the Solution (250-words maximum):

Describe how you identified and developed your best practice solution including those involved with the process, impact on the organization, finances and resources.

We devised a plan that would not only solve our current problems but regain control of our future financial processes. The “Shared Services Model” was the best functional approach for our College. The name we chose to represent our new model is “Business Services”. The location for our new department was determined as a large room that would house up to 6 specialized employees. Using the lift & shift model we moved all of the support staff that were currently working in individual departments and centers into the localized area, which provided a one stop assistance locale. Therefore, there was no additional monetary outlay or expenditure to hire new employees; we utilized our current staff members. This organizational improvement has led to standardized processes across the board that are expertise focused to provide exceptional customer service to our faculty, staff and students. We now have real-time on-site help to offer all stakeholders. Our management structure has changed significantly as we have moved to a flat structure with fewer managers. The transactional processes that were previously handled by Faculty are now being handled in mass by our transactional experts which has led to economies of scale, thereby saving time and money, but most importantly, allowing our Faculty to concentrate on their core responsibilities to the students. The impact on the organization has been very positive as we now operate with exceptional efficiency and there is clarity of operational policy and procedure. Our Business Services Model is a huge success story!

Implementation Timeline:

Provide a bulleted list of the steps and implementation timeline of your best practice solution.

1. 2013 the University moved to an RCM model of budgeting. During this process the University mandated that all Colleges devise a plan for best practices.
2. 2014 the Executive Team of the College supported this process and we began stakeholder communications in February.

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3. Early spring 2014 we met with stakeholder groups to determine current and future needs of each group.
4. Conducted a benchmarking assessment to determine multiple cross functions.
5. Formed objectives for our Business Services Model that included standardizations and efficiency, compliance and expertise and client services.
6. Established a plan of execution for the transactional areas that we called Business Services. Those areas are:
 - a. HR/Personnel
 - b. Accounting/Purchasing
 - c. Scheduling/Registration/Student Records
 - d. Metric Analytics
7. Created a plan for each area of need existing of:
 - a. Process
 - b. Task
 - c. Assignment
8. 2015 – Presented the new Functional Organization of Operations Chart.
9. Designed the Business Services website for all Faculty, Staff & Students to have access to frequently asked questions.
10. Using the lift & shift model we moved all of the support staff that were currently working in departments and centers into the localized area.
11. 2016 – Full operation has been on-going for the past year and we are seeing the impact of the best practice solutions with exceptional efficiency and clarity of operational policies and procedures.

Benefits & Retrospect:

Provide a brief statement of the benefits achieved by implementing the best practice solution.

By establishing and implementing our “Business Services” model, we have reached a “best practice” solution on many levels. We now have process intensive experts meeting the needs of all stakeholders in the College. We have achieved more standardized functions from transactional items to event planning and data analytics. With our new consolidated organization in place we have virtually eliminated the fiscal errors being made under our previous structure, thereby giving us more budgetary control. Our faculty and staff are extremely pleased with the level of service they receive as they were instrumental in providing benchmarking data on their particular departmental needs. Their objectives have been met. Our Business Services staff continue to strive for continual improvement by attending conferences and furthering their educations. They are truly becoming experts in their particular fields. Overall, this has been a win-win for all invested stakeholders at the College of Business as the previous frustrations in

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our work culture have vastly improved with the Business Services implementation and we are very proud of what we have accomplished to date.

Additional Team Contact Information:

Additional Contact #2:

Institution: Ohio University

Address1: Copeland Hall 404

Address2: 71 S. Court Street

City: Athens State/Prov: Ohio Zip Code: 45701

Institution: Research Comprehensive/Doctorate Small Institutions Community College

Salutation: Prof. Dr. Mr. Mrs. Ms.

First Name: Teresa Middle Name/Initial:

Last Name: Hansbarger Suffix (Jr, III, etc.)

Professional Title: Resource Analyst

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Additional Contact #3:

Institution:

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City: State/Prov: Zip Code:

Institution: Research Comprehensive/Doctorate Small Institutions Community College

Salutation: Prof. Dr. Mr. Mrs. Ms.

First Name: Middle Name/Initial:

Last Name: Suffix (Jr, III, etc.)

Professional Title:

Email :

Phone: Fax:

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Additional Contact #4:

Institution:

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City: State/Prov: Zip Code:

Institution: Research Comprehensive/Doctorate Small Institutions Community College

Salutation: Prof. Dr. Mr. Mrs. Ms.

First Name: Middle Name/Initial:

Last Name: Suffix (Jr, III, etc.)

Professional Title:

Email :

Phone: Fax:

updated Feb 2016