

# Ensuring Shared Services Success

CACUBO Annual Meeting  
Monday, October 10, 2016



**Huron**Education



# Introductions



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# Agenda



- Introductions
- Group exercise
- What are Shared Services?
- Case Study: University of Michigan
- Additional Expert Advice
- Summary Q&A

# Group Exercise - Two Scenarios

- Potential benefits?
- Major concerns?
- Probability of success?



# Scenario #1

Several years ago the board of trustees of the Mississippi Institutions of Higher Learning directed the Mississippi University for Women (MUW), Columbus, to explore ways to share services with the much larger Mississippi State University (MSU). The board anticipated significant savings by putting the two campuses on the same administrative software platform and having MSU personnel run all the processes. Both schools used the same software vendor so it seemed reasonable for MUW to piggyback on the MSU contract. The campuses are located less than twenty-five miles apart. The board members reasoned that with state appropriations dwindling and both schools looking to more creatively employ their dollars, this consolidation would improve these mission-critical support functions while not impacting the institutions' ability to differentiate themselves to the students whom they serve.

# Scenario #2

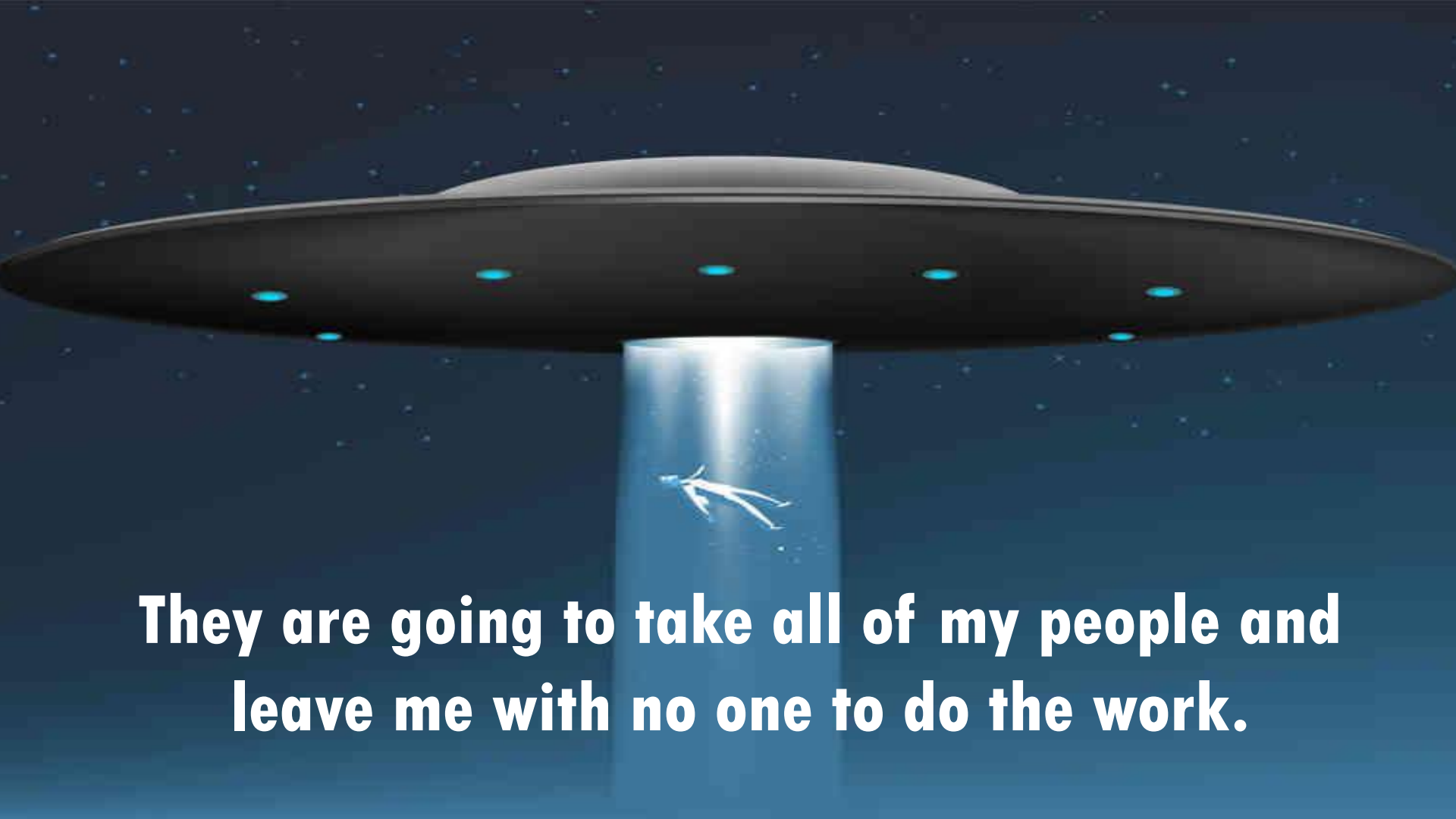
In 2010, the College of Communication Arts & Sciences at a top-100 research university proposed a restructuring of its administrative support functions, in response to shrinking funding resources and the announcement of the upcoming rollout of a new ERP. With over 100 faculty and 150 staff, this model was a substantial shift in the college operations.

The Dean announced an intention to realign all administrative staff reporting from the department level to the central Dean's office level. The new model would create four function-based organizations, allocating staff according to functional area across the units and moving reporting lines from the chairs to the Director of Business Operations. The Dean projected significant savings, which would be swept centrally to the college.

# What Are Shared Services?

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**They are going to take all of my people and  
leave me with no one to do the work.**





WIKIPEDIA  
*The Free Encyclopedia*



Fundamentally reimagine  
how and where you do the work

# Service Delivery Redesign



# Continuous Process Improvement

- ✓ **Business Process Redesign**
- ✓ **Clear Roles and Responsibilities**
- ✓ **Alignment of Domain Expertise**
- ✓ **Seamless Technology Integration**
- ✓ **Transparent SOPs**
- ✓ **Robust Training and Job Aids**



# Building a Customer-Centric Problem Solving Organization

# Accountability and Trust

- ✓ **Governance Structure**
- ✓ **Service Level Agreements**
- ✓ **Performance Metrics**
- ✓ **Customer Feedback Loops**
- ✓ **Cost Alignment**

**Effectively incorporating shared services into the Higher Education operating model is an ever-evolving pursuit in which processes are continually aligned to customer needs, with transparent, documented results.**

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# Case Study/ people focused approach

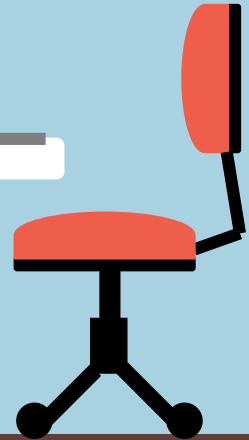
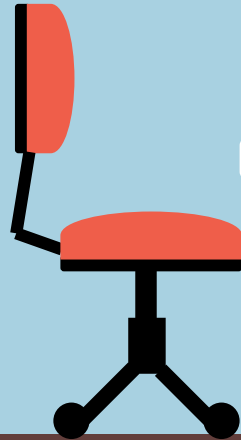
Pamela Gabel- Executive Director



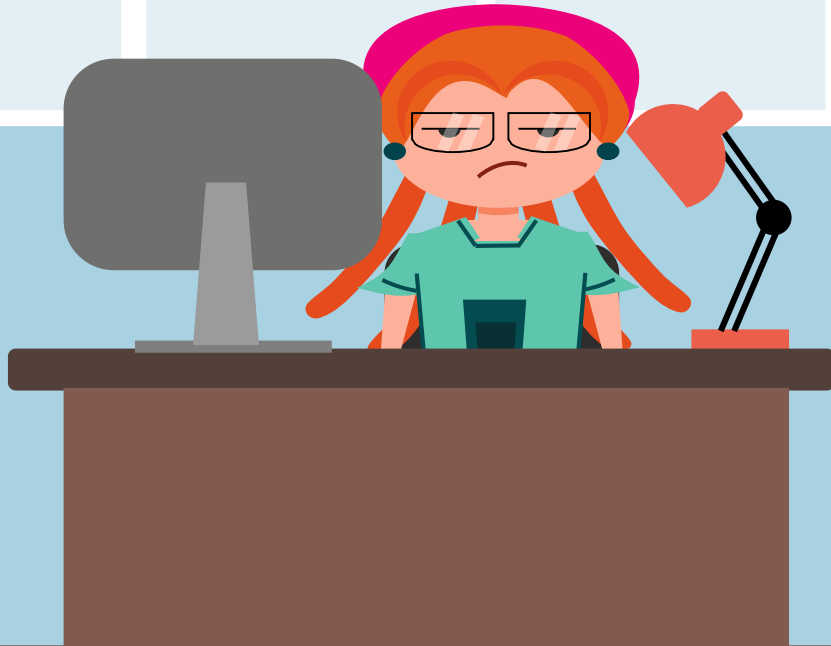
**SHARED SERVICES  
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UNIVERSITY OF MICHIGAN

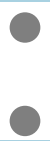
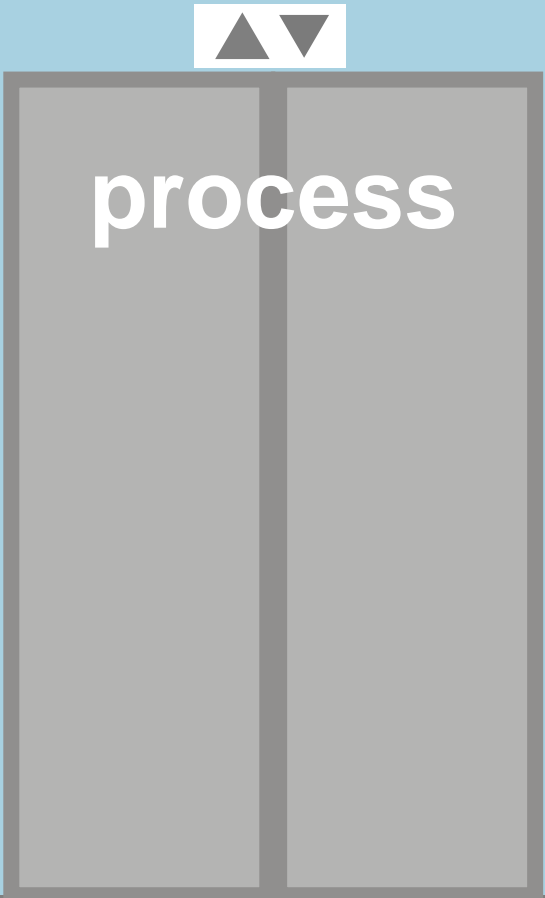
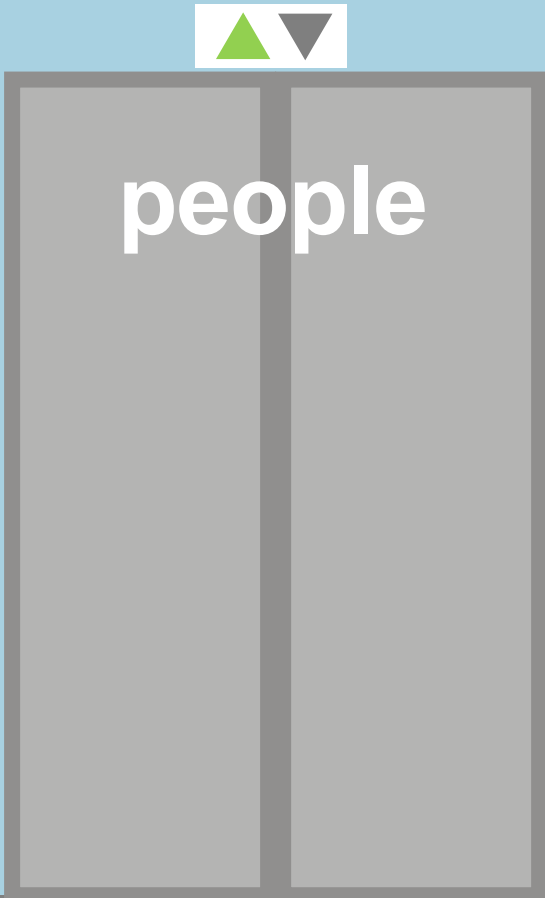
# The Plan...



# The plan in action...









*service  
culture*

*learning  
culture*



*Lean*  
*Website project*  
*Sr. associate development program*  
*Software testing training*



growth





what's next?



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# Additional Expert Advice\*

- Start small
- Talk candidly with employees
- Formalize the arrangement
- Remain flexible
- Play to one another's strength
- Be honest
- Think long term



\**Business Officer* magazine article May 2012 based on interviews with CEOs from two long-standing consortiums.

# Summary

- Review group exercise
- Questions or comments??



# Thank you!



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