

# 2018 Best Practices Proposal Form



**CACUBO**  
Central Association of College  
& University Business Officers

Completed proposals are to be submitted to  
Fran Willbrant, Coordinator, CACUBO Best Practices Awards, [bestpractices@cacubo.org](mailto:bestpractices@cacubo.org)  
The deadline is May 1, 2018.

## **Best Practices Program Submission:**

**Title:** **Great Game of Education**

## **Primary\* Contact Information:**

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

Institution: Missouri Southern State University

Address1: 3950 E. Newman Road

Address2:

City: Joplin State/Prov: MO Zip Code: 64801

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

First Name: Jeff Middle Name/Initial: L

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

Professional Title: Director of Budgeting and Operations

Email : Gibson-j@mssu.edu

Phone: 417-625-9727 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: 1937

Geographical Location: Joplin, MO

Number of Students: 6175

Website: <https://www.mssu.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.*

Like many public institutions diminishing state support and rising costs continue to gnaw at the financial health of the University yet most campus constituents are uninformed and unengaged. MSSU is adapting the highly effective concepts of the Great Game of Business to engage and involve the campus in the Great Game of Education.

*"Tapping into the universal human need to win, GGOB educates your people in the rules of business (the finances of higher education), rallies them around a common goal, empowers them to see and improve the score, and engages them by giving them skin in the game... presenting them with the opportunity to win (or lose) as a team"*

<https://www.greatgame.com/about>

## **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.*

Persistent appropriation reductions coupled with rising costs was resulting in deficit budgets and deterioration of the University's cash position. The University was on an unsustainable financial path. In the summer of 2013 MSSU President Alan Marble convened a small representative group (Financial Stability Committee) of faculty, staff and administrators to come together and discuss the University's financial direction. Early on the team concluded that the greater campus community lacked a basic understanding of University finances, and specifically our present financial challenges. During a brainstorming session a faculty team member suggested the team contact the Great Game of Business (GGOB), a consulting division of SRC Holdings Corporation, Springfield MO <http://www.srcholdings.com/> to see if Open Book Management (OBM) principles <https://www.greatgame.com/about> might be transferrable to a higher education culture. GGOB OBM concepts are based on the experiences of Jack Stack as captured in his book "The Great Game of Business". MSSU is the first University to implement GGOB OBM concepts which are now being adapted and called the "Great Game of Education" (GGOE). Implementation of GGOB/GGOE OBM concepts at MSSU is demystifying the University's finances and engaging the campus community in resolution of present and future financial challenges. Campus support and academic units now have scoreboards they can use to discuss operating results. One of the tenets of OPB is the sharing of gains from the collective efforts of the organization. In FY2017 the University's unrestricted cash position improved resulting in the distribution of a GGOE stipend in the fall of 2017.

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## **Implementation Timeline:**

*GGOE is an ongoing initiative thus the cycle is ongoing. Below are some of the ongoing pieces of the implementation as first implemented.*

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

1. Training began fall 2016
2. Formation of Culture Committee to oversee and sustain initiative FY2016
3. Department "huddles" began FY2017
4. "Critical Number" defined and tracked FY2017
5. Scoreboards implemented FY2017
6. First reward shared with campus fall 2017
7. Mini-games initiated and recognized impacting campus operations FY2017
8. University recognized as GGOB pioneer fall 2017

## **Benefits & Retrospect:**

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

MSSU is experiencing a cultural transition through implementation of Great Game of Education Open Book Management concepts. Faculty and staff are gaining an awareness of financial operations and the important contribution each of us make to the University as a whole (line-of-sight). The availability of new financial tools (scoreboards) is facilitating data-driven decisions and providing rallying points for both support and academic units. While we have not fully arrived in our implementation; the cultural transition is being sustained and deepened through the oversight and work of the GGOE culture committee. Early wins, including an improved cash position, clearly indicate we are moving in the right direction.

## **Additional Team Contact Information:**

### **Additional Contact #2:**

Institution:

Address1:

Address2:

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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:

## **Additional Contact #3:**

Institution:  
Address1:  
Address2:  
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:

## **Additional Contact #4:**

Institution:  
Address1:  
Address2:  
City:                      State/Prov:                      Zip Code:  
Institution:     Research     Comprehensive/Doctorate                       Small Institutions      
Community College  
Salutation:     Prof.                       Dr.                       Mr.                       Mrs.                       Ms.

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First Name:                      Middle Name/Initial:

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

Professional Title:

Email :

Phone:                      Fax:

*updated Feb 2018*