

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
The deadline is May 1, 2018.

Best Practices Program Submission:

Title: **Building Toward Shared Services**

Primary* Contact Information:

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

Institution: Kansas State University

Address1: 210 Anderson Hall

Address2: 919 Mid-Campus Dr

City: Manhattan State/Prov: KS Zip Code: 66506

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

First Name: Mandy Middle Name/Initial: K

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

Professional Title: Director

Email : acole@ksu.edu

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

Institution Information:

Institution: Research/Comprehensive/Doctorate Small Institutions Community College

Year Founded: 1863

Geographical Location: Manhattan, KS

Number of Students: 22,795

Website: ksu.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.

K-State has been very interested in the shared services concept for several years but has been unable to make significant progress within our decentralized university structure. The Vice President of Admin and Finance, Cindy Bontrager, made the decision to implement shared services within her unit to create a model that others could see and support. The Administrative Support Center (ASC) began with participation from one major unit at K-State but needed to evolve rapidly to support all administrative units. The initial directive was to create shared services for VPAF, lay out a model for all of campus and outline how to incorporate the other administrative units.

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 believed that for shared services to be successful in an extremely decentralized culture, buy in must happen at a department level, necessitating a different approach to implementation. When the Administrative Support Center was created in November 2016, the staff consisted of one director, no departments and no process for achieving the end goal of administrative shared services. Within thirteen months, the Administrative Support Center had 26 employees, supported 8 major units (53 departments) and worked collaboratively to ensure the course of reaching the ASC satisfied our departments. The process of growing shared services at K-State required meeting with major unit heads to discuss the benefits of shared services, review the services provided, talk about the work left in the unit and describe the concept of moving existing employees to create ASC staff. Once a unit head supported the shared services initiative, we had this same conversation with each department head to bring them onboard with participation in the center, essentially selling the concept of shared services nearly 53 times. We have been able to reduce staff and salaries and have created efficiencies and controls for our administrative units. There have been many, sometimes difficult, changes in our processes and culture through the creation of the ASC. However, units are resoundingly satisfied with the transition and see benefits to the shared services model. We're still working toward our final goal, but we look back at our progress in the first 18 months and are pleased with our successes this far.

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Implementation Timeline:

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

1. November 2016 – Hire ASC Director and discussions with departments of first major unit
 - a. 1 employee
2. December 2016 – Create ASC with first major unit and discussions with second major unit
 - a. 9 employees
3. January 2017 – Onboard second major unit
 - a. 14 employees
4. February through May 2017 – Discussions with major units 3, 4, 5 and 6
 - a. 15 employees
5. June 2017 – Onboard major units 3, 4, 5 and 6 for FY18
 - a. 19 employees
6. July and August 2017 – Discussions with major unit 7
 - a. 20 employees
7. September and October 2017 – Onboard major unit 7
 - a. 24 employees
8. November and December 2017 – Discussions with major unit 8
 - a. 25 employees
9. January 2018 – Onboard major unit 8
 - a. 26 employees

Benefits & Retrospect:

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

We are seeing many of the benefits common to shared services including increased efficiencies, streamlined processes and the building of employee expertise. We feel that our approach to shared services as a growing model over time and on an individual department level may have created some unique benefits at K-State. Many of our departments feel more directly connected to our department and our staff because they participated in the creation of our area. Seeking buy in from each department required that we understand the unique needs of different departments and allowed us to be more flexible through the onboarding process. We have also been pleased with how widely supported shared services through the ASC have been in the last 18 months. We had people interested in joining the ASC faster that we could move through the onboarding process, which means they saw the model we were building and independently concluded there was value to this concept. We have been able to reduce vacant positions and achieve salary savings faster than anticipated because our departments support efficiency

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measures and process improvement. Part of this enthusiastic support may come from the initial conversations that laid the conceptual groundwork that we are collaborating in the implementation of shared services and we all “own” the successes of this department together.

Additional Team Contact Information:

Additional Contact #2:

Institution:

Address1:

Address2:

City: State/Prov: Zip Code:

Institution: Research Comprehensive/Doctorate Small Institutions
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updated Feb 2018