Oregon State University

Business Centers Overview

NERAOC

By: Christen Harryman/Finance Mgr-UABC
Sheryl Powell/Finance and Accounting Mgr-AMBC

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The Picture of Oregon State University:

- Land, Sea, Space & Sun Grant Institution
- 30,058 Students
- $1 billion budget
- $285+ Million in external research
- 160+ Departments with 12 Colleges
- 8,000+ Employees (faculty, students, staff)
- 200 Undergrad Programs & 80 Graduate Programs
- Extensive & varied physical operations:

- 400 acre campus
- 11,250 acre research forest
- 15 Ag Experiment Stations
- 35 County Extension Offices
- Hatfield Marine Science Center in Newport
- OSU Cascades Campus in Bend

And We're Growing!!!!

Why Business Centers?

- Rapid growth and increased complexity resulted in breakdown of the historical departmental support/central admin model:
  - Issues with customer service: the “ping-pong” effect
  - Need for better internal control campus-wide
  - Lack of cooperation between colleges & central
  - Inconsistent policies & processes
  - Lack of training & cross training for departmental personnel
  - No back-up for departmental personnel - transactions “back up” during absences
  - Systems too complex for decentralized users – many shadow systems
  - Turnover!

Business Center Background

The Project:

- Combine business and HR functions from colleges, departments, and central units into regional Business Centers
  - **Central Offices**
    - Set policy
    - Administer central systems
    - Provide training
    - Handle institution wide processes & reporting
  - **Business Centers**
    - Data entry/processing/managerial reporting
    - BC's are first point of contact for unit personnel –allows BC's to form relationships with units
    - Partner with Central Admin for system improvements/policy changes/information dissemination

Purpose:

- Improve services and increase depth and breadth of staff expertise
- Improve efficiencies of services
- Invest any savings in strategic initiatives

Guiding Principles

The Number One Focus is on Service

- Business center staff will have more depth and breadth of expertise, and:
- Respond to the unique needs of colleges and support units
- Bring central services closer to the colleges/units
- Streamline and automate processes

Business Center Process

- Faculty and staff involvement in defining service needs and in system design
- Emphasis on business center staff training and building a high performing work team
- Need to minimize the impact on staff affected by the changes
- Open communication throughout the process

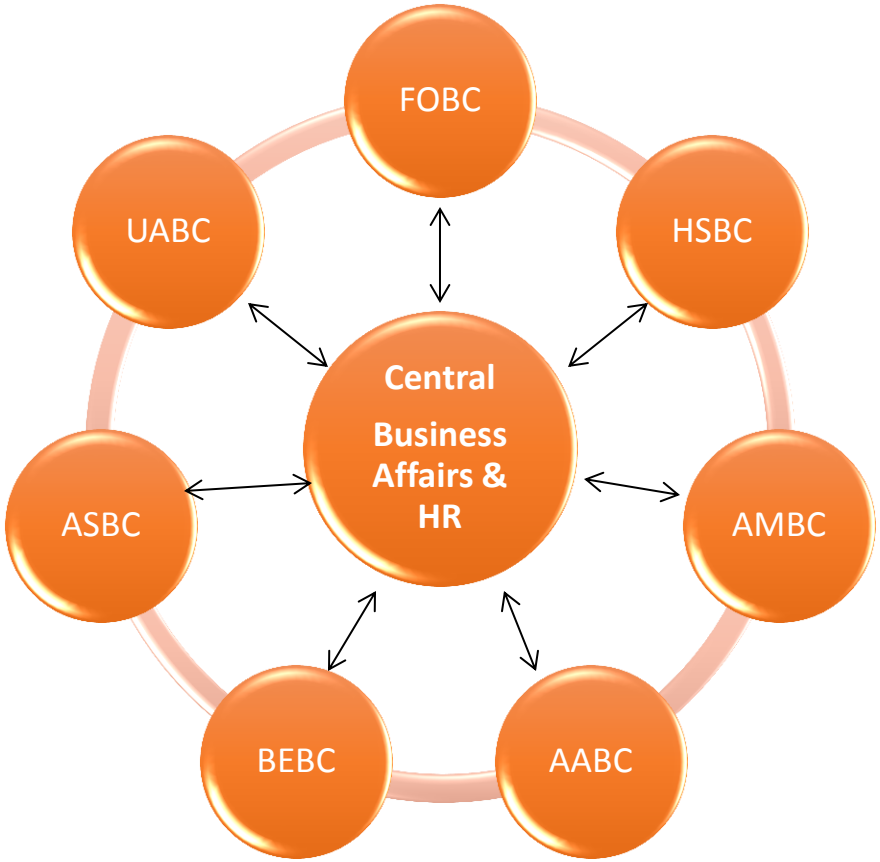
So what do the Business Centers do?

Functions handled in BC's:

- Budget Development
- Hiring/Employee orientation
- Personnel & FTE Changes
- Payroll/timesheet processing
- Financial Reporting
- Fiscal Analysis
- Invoice Processing & Approvals
- P-Card Redistributions
- Travel
- JV's
- Purchasing
- Personal service contracts
- Grant/contract reporting
- Grant coordination
- Labor Redistributions
- Billing/Cash receipting
- Foundation payments

So What Does The Model Look Like?

How does information flow?



What was the plan?

- Establish 7 major Business Centers throughout the campus to handle business processing
- Aggregate existing personnel from departments and central administration to staff the BC's
- Standardize & streamline systems and processes
- Retrain personnel

What's was the plan?

- ***5 Academic Business Centers clustered by thematic area:***
  - Agricultural Sciences & Marine Sciences (AMBC)
  - Arts & Sciences (Education, Honors College, Science, Liberal Arts) (ASBC)
  - Business & Engineering (BEBC)
  - Forestry, Oceanic & Atmospheric Sciences (Earth Sciences, Forestry, Ag, COAS very large units, actually 2 BCs) (FOBC)
  - Health Sciences (Vet Med, Pharmacy, Health & Human Science) (HSBC)
- ***2 Administrative Business Centers:***
  - Auxiliaries (Housing, Dining, Athletics, Parking, Facilities, etc). (AABC)
  - University Administrative (Extension, Research Admin, Library, President & Provost, IT, Cascades Campus, etc.) (UABC)

Project Status

- Timeline:
  - Pilot Business Center – August 2008
  - Additional centers – 2009 & 2010

Project Status

- The following opened August 2008:
- Business Center serving:
  - Serving the Colleges of Health & Human Sciences, Pharmacy, and Vet. Med.

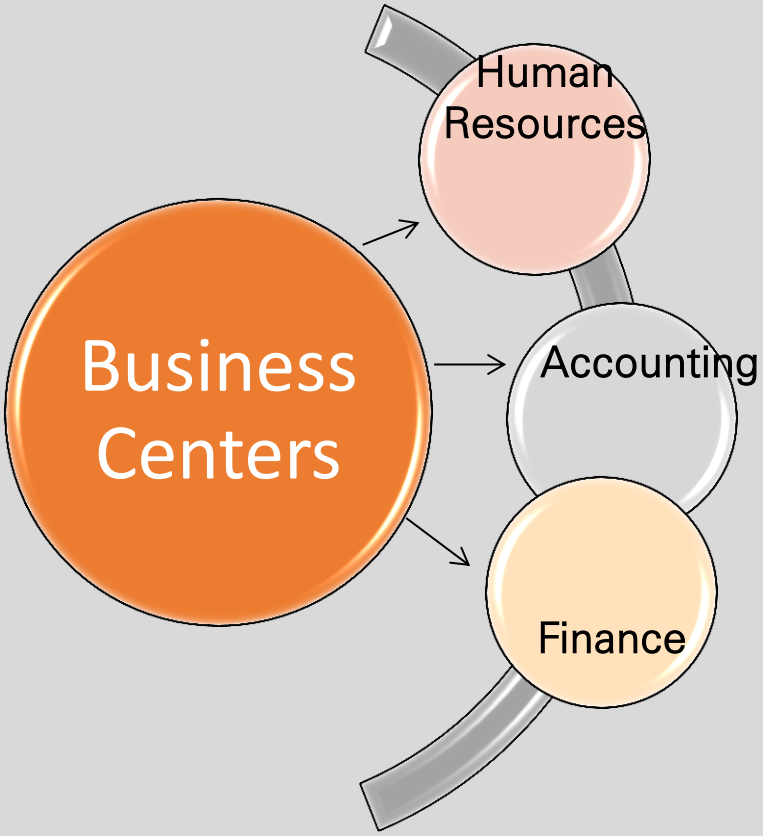
Project Status

- The following opened August 2009:
- Business Centers serving:
  - University Administration
  - Colleges of Education, Liberal Arts, Science, and Honors College
  - Colleges of Business and Engineering

Project Status

- The following opened August 2010:
- Business Centers serving:
  - Colleges of Ag Science, Forestry, Oceanography and Atmospheric Sciences, and Hatfield Marine Science Center
  - Remaining central support units-Auxiliary and Activities Business Center

Business Center Structure



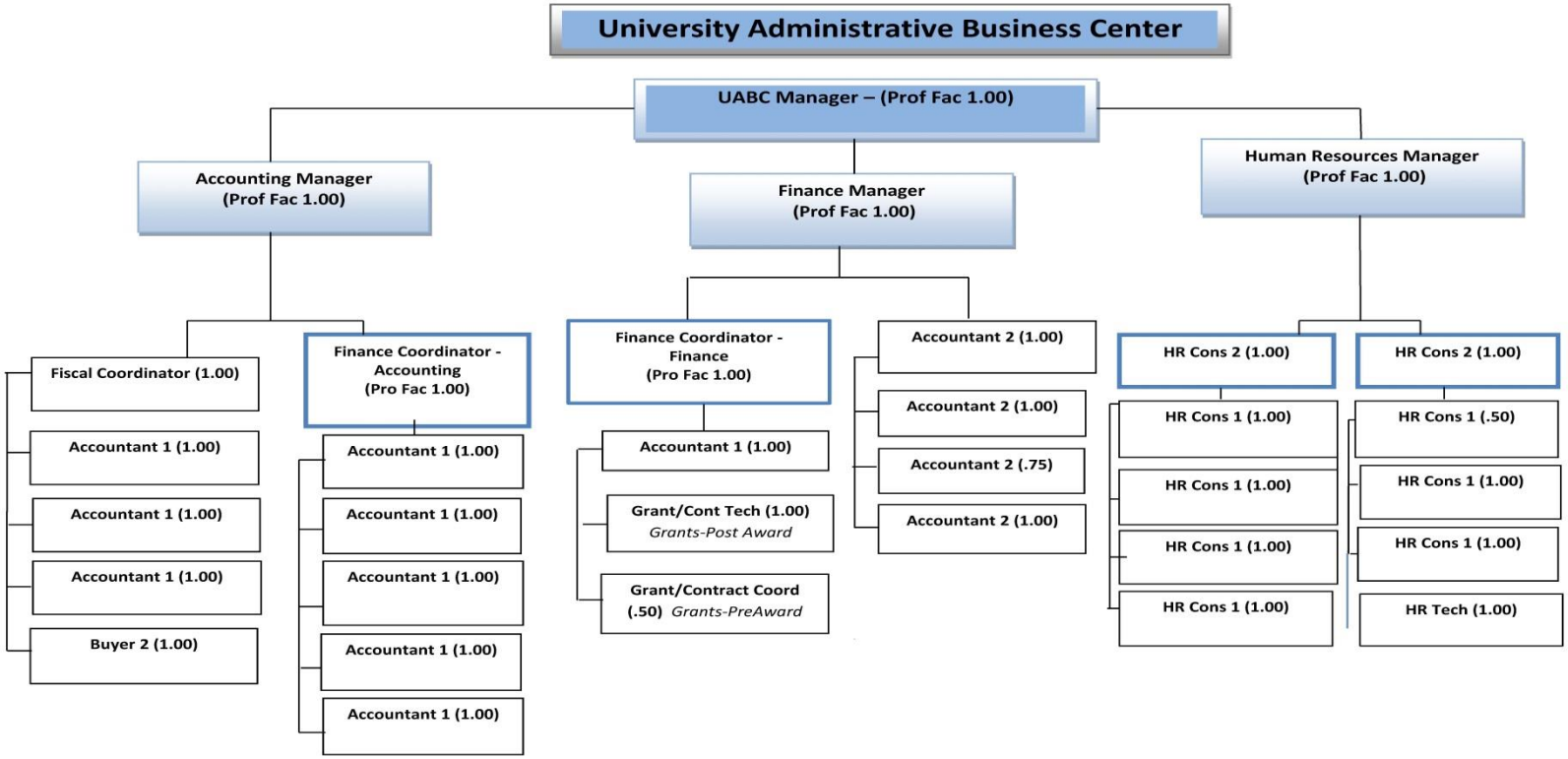
Examples of Business Center Structure

UABC's (University Administrative Business Center) Customer base:

- 16 Major Departments
- 152 Separate Units
- 2,900+ Employees
- $195 Million in Budgets (excluding grants)

UABC (University Administrative Business Center) Customers:

- Executive Office
- Provost Office
- Academic Affairs
- Graduate School
- Student Affairs
- Enrollment Mgmt
- Finance & Administration
- Research Office
  - Research Centers & Institutes
- Library
- Information Services
- Extension Offices (35)
  - 4-H Center (Salem)
- International Programs/INTO
- Cascades Campus (Bend)
- University Relations & Marketing
- University Shared Services Enterprise
- Extended Campus
  - Ecampus
  - Summer Session


University Administrative Business Center
UABC Manager – (Prof Fac 1.00)
Accounting Manager (Prof Fac 1.00)
Finance Manager (Prof Fac 1.00)
Human Resources Manager (Prof Fac 1.00)
Fiscal Coordinator (1.00)
Accountant 1 (1.00)
Accountant 1 (1.00)
Accountant 1 (1.00)
Buyer 2 (1.00)
Finance Coordinator - Accounting (Pro Fac 1.00)
Accountant 1 (1.00)
Accountant 1 (1.00)
Accountant 1 (1.00)
Accountant 1 (1.00)
Accountant 1 (1.00)
Finance Coordinator - Finance (Pro Fac 1.00)
Accountant 1 (1.00)
Grant/Cont Tech (1.00) Grants-Post Award
Grant/Contract Coord (.50) Grants-PreAward
Accountant 2 (1.00)
Accountant 2 (1.00)
Accountant 2 (.75)
Accountant 2 (1.00)
HR Cons 2 (1.00)
HR Cons 1 (1.00)
HR Cons 1 (1.00)
HR Cons 1 (1.00)
HR Cons 1 (1.00)
HR Cons 2 (1.00)
HR Cons 1 (.50)
HR Cons 1 (1.00)
HR Cons 1 (1.00)
HR Tech (1.00)
April 22, 2015
UABC Organization Chart
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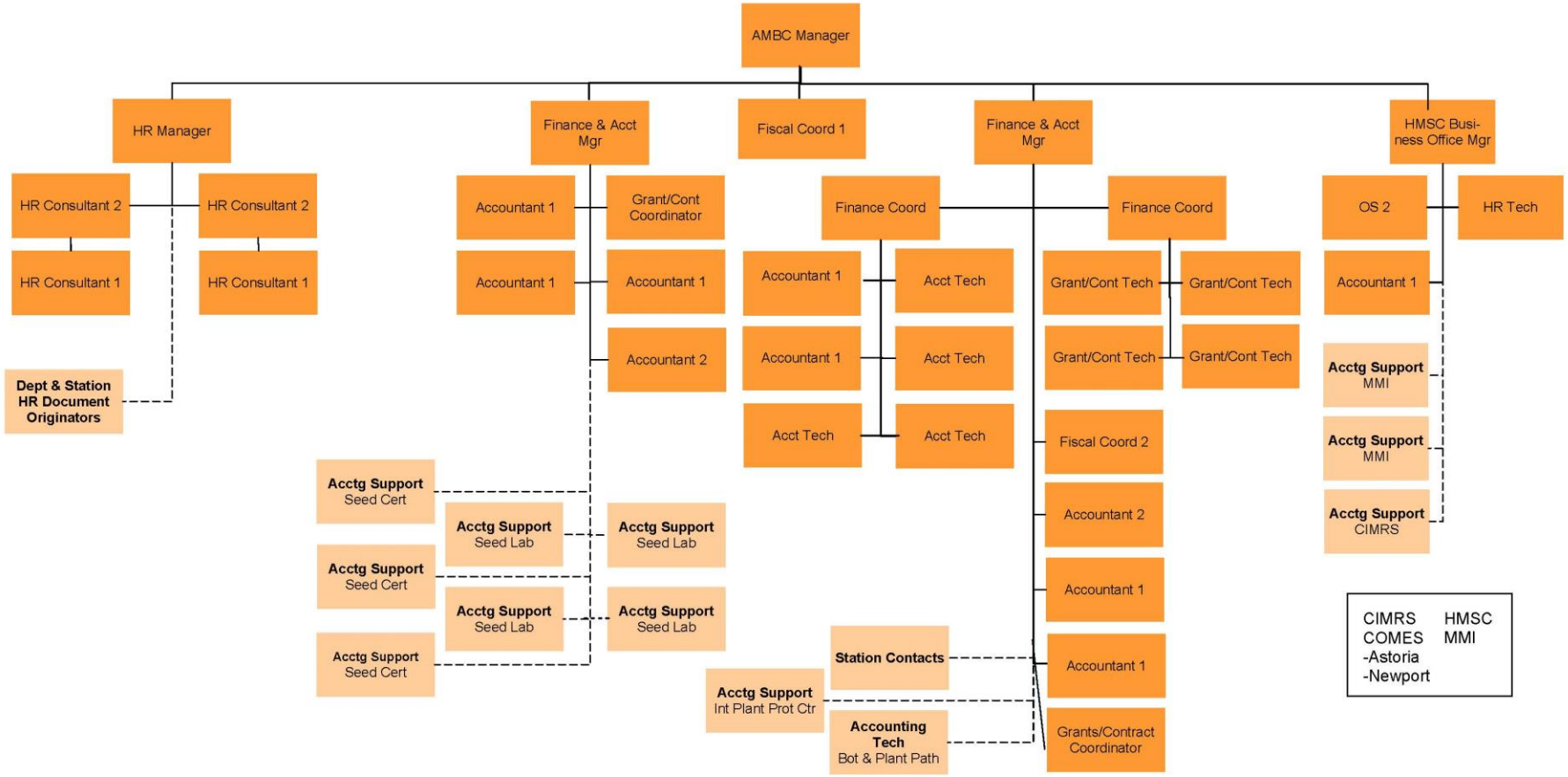
AMBC's (Agricultural Sciences and Marine Sciences Business Center) Customer base:

- 10 Academic Departments
- Other Centers and Institutes
- 15 Agricultural Experiment Station Locations
- 2,200+ Employees
- $125+ Million in Budgets

AMBC (Agricultural Sciences and Marine Sciences Business Center) Customers:

- College of Agricultural Sciences
- Hatfield Marine Science Center

Agricultural Sciences and Marine Sciences Business Center Org Chart
April 2015



Computer Coordinator: Finance Coordinator
Website Coordinator: Fiscal Coord 1
Key Coordinator: BC Manager
Telephone Coordinator: Acctg Tech
Student Supervisor: Finance & Acct Mgr

F&A Unit Assignments for Finance & Acct Mgr

AE	GRNHSE
BEE	HORT
CGRB	OWRI
CSS	SEED
FST	CERT
FW	SEED LAB

F&A Unit Assignments for Finance & Acct Mgr

AG ED	BRR
ADMIN	EMT
AnRS	EOU Ag Prg
AQUA	IPPC
BPP	SUN GRANT

CBARC	KBREC
COARC	MCAREC
EOARC	MES
FIC	NWREC
HAREC	SOREC

CHEM	PHHS	STAT
EESC	MICRO	VET MED

What Are Keys to BC Success?

- Importance of Customer Service Philosophy
- Collaborative Team Approach
- Developing Relationships with Departments
- Developing Relationships with PI's
- Relationship with Central Administration
- Metrics Based Decisions
- Standardized Processes
- Emphasis on Automated Processing

Based on Employee Surveys, what are some of the benefits of BC's from the employee perspective?

- Career path
- Developmental Opportunities
- Cross Training/Coverage
- Employee Development/Training
- Ability to Network with Peers across BC's
- Opportunity for Job Enrichment
- Ability to become "subject matter expert" as opposed to generalist
- Opportunity to work on cross BC teams for system development, process engineering, best practice sharing

Business Centers Lessons Learned

- Financial/Accounting and Human Resources staff now doing the hiring for individuals in those fields. Historically done by unit heads and office managers that may not of had the expertise.
- Cross trained and backup staff. Historically lack of service if position was vacant or individual was on leave.
- Brought to light lack of support services. Examples were grant/contract support, payroll support, etc.
- Staff transition was difficult in the beginning, but staff realized they could collaborate and build team environment. Happy Staff!
- Units feel they now have a way to voice concerns.
- Assisted OSU in making reporting more transparent.

Business Centers Lessons Learned

- Improved financial reporting
- New software's (Nolij, EmpCenter, GRRS, etc)-improved efficiencies.
- Campus is more informed about current OSU financial structure and policies/procedures.
- Better internal controls.
- Audit findings have decreased.
- Standardizing processes across university. LEAN initiative.

Business Centers Lessons Learned

- Must have a high level champion for the Business Center Initiative.
- Tension between Business Centers and Central Offices regarding ownership of tasks. Clearly identify tasks and responsibilities. Assign adequate authority.
- Central Offices need time to transition to a support role, from day to day tasks.
- Training is critical. Opportunity to reevaluate processes/procedures.

Business Centers Lessons Learned

- Staff loose touch with the faculty they serve. Ask departments to invite BC staff to department events.
- Struggle with the funding model.
- Struggle of removing FTE from units. Have collaborative meetings with units.
- Inadequate staffing levels. Perform FTE studies, lobby higher administration.
- Inadequate space. Work to identify space for BC staff to be all together, ideally close to customers they serve.
- Cost savings are not immediate. Might occur in the long term.
- Better planning of standardizing all Business Centers. Each Business Center was forming their own processes.
- More support for IT services. New software's were needed.

Questions?