Administrative Excellence Advisory Committee

<table>
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<th>Date:</th>
<th>Thursday, September 1, 2011</th>
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<tr>
<td>Start/End Time:</td>
<td>10 am to 11:30 am</td>
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<td>Location:</td>
<td>260 Bascom Hall</td>
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Present:
Members: Brad Barham (Chair), Irwin Goldman, JoBeth Dudley, Anne Mekschun, Jeff Shokler, Mark Bugher
Ex Officio: Bruce Maas, Don Miner, Alan Fish, Kim Moreland
Invited Guest: Vice Chancellor for Administration Darrell Bazzell
Staff: Alice Gustafson (Project Manager), Scott Hildebrand, Barb Burchfield, Maury Cotter
Huron Consultants: Greg Bedell, Scott Friedman, Kurt Dorschel, Peter Rubow

Unable to attend: Julie Underwood, Aaron Crandall, Bethany Pluymers, John Krogman, Bob Lavigna

----- MEETING NOTES-----

Highlighted Activities:

Agenda Review and Announcements –
Brad Barham said today’s meeting would focus on an update of Huron’s prioritization survey, a review of the project timeline and reviews of the Business Services and Research Administration Functional Area Assessments. Brad also announced that Brandon Williams, the committee’s student representative, will be stepping down from the committee. Brad said a new student member will be appointed in the next few weeks.

Huron distributed the update of the prioritization survey, which reflected additional responses from committee members. Brad said the committee may want to engage the campus early about the IT review. He said this is an area in which there would be real savings and also has issues that would be similar to issues in other areas under review.

Project Timeline and Status –
Huron distributed an updated timeline for key activities. Phase 1 will be closed in September, with the Advisory Committee receiving a final Phase 1 briefing in October. Planning and preparing Phase Two will take place in September. October will include a major emphasis on campus engagement and communications. Detailed implementation plans should be in place by December.

Kim Moreland said she is hearing “a lot of chatter” on campus about Administrative Excellence, and it’s not all positive. She asked if the timeline could be released so people would know information would be coming out and opportunities for input provided. Irwin Goldman and Jeff Shokler agreed, saying the campus hasn’t heard much about the initiative. Jeff said we need to prevent anxiety from “ratcheting up.” Irwin said he would like to see some communication to the campus from the Chancellor’s and Vice Chancellor’s offices.
Areas of Review –  

Business Services –  

Scott Friedman of Huron said the scope of the Business Services review was different than the scope of other Functional Area Assessments. He said Huron conducted two separate reviews of Business Services: (1.) A functional assessment focusing on tactical and operational questions in Business Services and (2.) an organizational assessment of finance and accounting. Kurt Dorschel said Business Services is in a unique position at UW-Madison due to strong involvement of the UW System and State of Wisconsin in its business processes. Kurt said Huron found opportunities to change relationships between functions in Business Services. He said there also is room for improvements in the use of technology. Currently, he said, Business Services faces pressing challenges resulting from a high number of vacant positions.

Addressing specific opportunities for improvement, Huron recommended that UW-Madison implement a single business process management system in order to realize maximum benefits from its process improvement initiatives. Kurt said the campus needs to be aware of opportunities for integrating systems across campus. Alan Fish said Huron is recommending an exercise in migrating from multiple platforms to one or several. Alan said the campus’s most recent experience with a similar exercise has been with HRS. He said it has been very complicated and required hiring of additional people. This type of change requires extensive planning, he said.

Peter Rubow of Huron explained a recommendation to establish a Business Services Support Center. He said establishing a support center would help in understanding process breakdowns and improve customer service. It would enable tracking of who is calling and what questions they are asking, he said. Huron recommended a short study to estimate the volume of calls to a service center in order to determine the staffing size for the center.

Huron then explained its review of challenges facing the procure-to-pay function that should be considered for further exploration and implementation. Peter said Purchasing Services does not have enough staff to provide a truly centralized purchasing function or to provide oversight of delegated purchasing agents. He also said many processes are manual and could be automated. Peter said there are numerous e-commerce opportunities. He said the current system does not allow the addition of vendors that aren’t on state contracts. This limits the University’s ability to move to a more automated form of purchasing. Huron estimated annual savings of $6 million to $7 million resulting from implementation of its e-procurement recommendations. Huron also said a more formal and robust integration of accounting and purchasing services would lead to greater efficiency and savings. Huron found opportunities for improvement of the SWAP (Surplus With a Purpose) program. An integrated and well-marketed surplus strategy would help maximize revenue potential and decrease new purchase costs.

Brad Barham asked Darrell Bazzell for feedback on how to proceed. Darrell asked that committee members indicate what issues they consider most important. He also asked them to review the list of additional opportunities for improvement that was not discussed. Darrell said he needs to know in the next week or two if there are recommendations with which committee members are not comfortable.

Due to time constraints, the Advisory Committee was unable to address the Research Administration functional area today.

Wrap up – Plan to conclude the discussion about the Business Services area and address Research Administration functional area at the next meeting on Thursday, September 15.
NEXT MEETING WILL BE:
Thursday, September 15 10 am to 11:30 am in Room 260 Bascom