

ADMINISTRATION AND FINANCE

APASP RECOMMENDATIONS

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Priority for Substantial Modification: Category III

The APASP Task Force identified the following A&F programs as “priority for substantial modification”:

- 44 A&F Treasury/Cashiers
- 45 A&F Accounting
- 46 A&F Procurement
- 47 A&F Systems Support
- 48 A&F Property Management
- 49 A&F Student Accounts Office
- 50 A&F Accounts Payable

The submitting division, Business Services, missed the mark on meeting the Task Force’s expectations by submitting incomplete information for the reviewers to analyze. These units of analysis provide critical core business functions for all sectors of campus. The central purpose of Business Services is oversight of the University’s financial exposure, which increases exponentially with improper practices, weak internal controls and compromised systems. The liability has a potentially significant and detrimental impact to the whole organization. These seven units are interrelated and interdependent.

It is recommended that the APASP recommendations be adopted as laid out in their report. Specifically:

- Exploring new technology solutions as laid out in my report to the APASP Task Force;
- Allowing the next VP for A&F to assess units and potential reorganization; and
- Reviewing these units in the next prioritization cycle.

Priority for Development and Growth: Category I

The APASP Task Force identified the following A&F programs as “priority for development and growth”:

- 38 A&F Analysis Assess & Data Integrity
- 59 A&F Staff/Professional Development
- 60 A&F Police Units

Recommendations are as follows:

- 1) **Further investment in Data infrastructure.** As identified by the Task Force, the Data Office (38) is integral to supporting better campus decision-making. It is recommended that a plan be developed to support the Data infrastructure. The plan must include:
 - Providing adequate resources in software to develop a robust user-friendly campus-wide tool;
 - Developing a data governance body to define metrics for reporting, an essential and critical component to making data-driven decisions across campus; and
 - Investing in equipment and human capital in UM's data warehouse structure—specifically hardware storage—and in programming to elevate this unit to a more reliable resource for campus.

- 2) **Continued investment in professional development.** Identified by the Task Force as an area to enhance and strongly highlighted in UM's Strategic Vision, a reinstatement and reorganization of professional development and training is on the horizon when resources become more available. However, in times of minimal resources, training and development is vulnerable to reductions against critical core services. It is recommended that the University:
 - Develop a plan to support this recommendation and execute the plan as resources are available, and
 - Institute a measure immediately to ensure Clery Act compliance.

- 3) **Improve understanding of campus safety and security needs.** The Task Force categorized the Police unit (60) as an area poised for growth and development. A thorough assessment of appropriate ways to invest, including comparators and appropriate funding models (instead of using fees intended to support parking lot maintenance), will ensure a thoughtful, strategic investment in safety and security for UM. It is recommended that:
 - University Police develop a plan, with input from across the campus, which addresses the elements identified above by the Task Force.

Category Consider for Development and/or Modification: Category II

In reviewing the data and information provided through the APASP process, the following recommendations are made for consideration to both enhance and improve the University, even though they were not specifically addressed by the task force.

- 1) **Elevate deferred maintenance as a priority investment.** For every \$1 spent on deferred maintenance, \$3 is saved (see *Sightlines – State of Facilities in Higher Education 2015 Benchmarks, Best Practices & Trends*). Fiscal constraints

have categorized deferred maintenance as a lower-level priority for almost a decade. Now UM's infrastructure is at critical levels and should be addressed in order to provide safer spaces (repair sidewalks, roofs, etc.).

- Adding an appropriate funding model to support deferred maintenance to the budget build process (industry standard is 1.5% of replacement value annually) will minimize the routine failure of infrastructure currently experienced across campus.
- Investing in a maintenance management system will help prioritize risks, improve decision-making, improve response time, and provide accurate data to legislative and BOR inquires. The current homegrown software package is over 17 years old and now antiquated.

2) **Invest in HR business solutions software.** Several current HR processes are labor-intensive and paper-driven, which can lead to inefficiency and inaccuracies. A contract for consultation services will highlight best practices and include the use of technology to gain efficiencies for the HR office and campus departments. Bringing this to fruition will require both the purchase of technology and increased staffing.

3) **Consolidate employee ADA services and Disability Services for Students.** There may be a better way to manage UM's employee and student ADA responsibilities. A central office organizing and responding to these claims will likely reduce UM's risk exposure. Developing a centralized knowledge base will eliminate duplication of effort and provide better services.

4) **Consolidate management of Surplus Property under Recycling.** Recycling, Business Services and Facilities Services currently all play a role in managing campus surplus property. Consolidating these functions under Recycling would:

- Provide a centralized contact point for disposing of property and materials;
- Improve the timeliness of surplus pickups (Labor Crew currently picks up, but other duties often take priority); and
- Expand recycling opportunities.

5) **Explore a model of shared services.** Several functions within A&F are poised to be offered through a campus shared services model. The goals of such a model include:

- Providing organization excellence
- Utilizing technology to gain efficiencies
- Enhancing employee engagement
- Reducing duplication
- Reducing risk

- 6) **Consolidate and collaborate among the Adams Center, Athletics, UM Productions, Dennison Theatre and SOBA's Entertainment Management program.** A disjointed effort to secure events at UM's venues leaves a less-than-desirable effect on campus entertainment management partners. Consolidating these units will ensure a united vision and will strengthen event management by:
- Improving the coordination between athletic events, concerts and trade shows;
 - Limiting conflicting priorities for box office and other staff;
 - Providing greater opportunity for UM to bring entertainment to campus; and
 - Offering a clear one-stop-shop for community event organizers.
- 7) **Consolidate ASUM's transportation program and UM's parking service.** These units share the same vision. A more coordinated effort, emphasized by sustainability measures, will increase awareness on campus and make better use of all resources.