



## **Oklahoma State University**

Colleges of Education, Health and Aviation (EHA) and Human Sciences  
Administrative Assessment

May, 2019

**Deloitte.**

# Goals of Consolidation

The following goals are foundational to the consolidation of the Colleges of Education, Health and Aviation and Human Sciences.

## Improved Budget Management

The consolidation of the two Colleges offers opportunities to realize efficiencies, managing administrative costs and freeing up resources to focus on the academic mission.

## Enhanced Administrative Services

As the new College is developed, there is an opportunity to assess the organization, processes, and technology and drive enhanced levels of service.

## Increased Scale

The new College will have increased numbers of students, faculty, and administrators.

## Enriched Academic Synergies

Students and faculty will realize improved communication and collaboration and more expansive access within the new College.

## Increased Academic Opportunities

Students may have access to a broader range of courses, faculty, and employers across a range of related programs within EHA and HS.

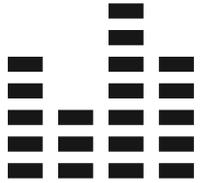
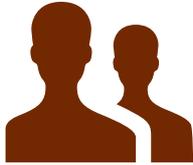
## Continuous Improvement

The process of collaboratively developing the new College will further instill a culture of continuous improvement.



## Current State Themes and Observations

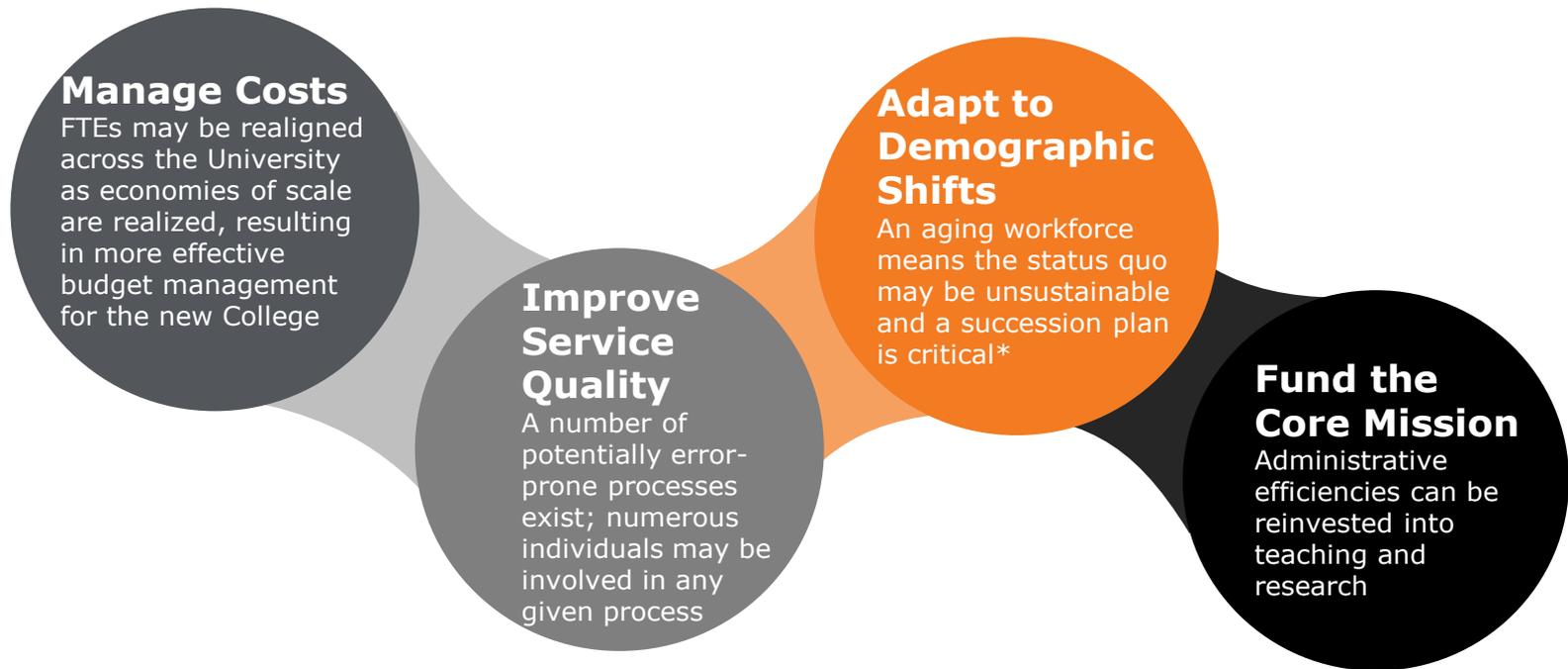
Interviews and focus groups with faculty and staff across EHA and HS highlighted a number of themes.

	<h3>Decentralization</h3>	<ul style="list-style-type: none"><li>▪ Functions are largely decentralized</li><li>▪ Colleges largely rely on in-house resources and processes to support their operations</li></ul>
	<h3>Dependency on “Heroes” not Process</h3>	<ul style="list-style-type: none"><li>▪ Work can be dependent upon the efforts of individuals without sufficient support from clear and consistent processes</li><li>▪ Work may stop if a key resource is unavailable; key resources may be informally “on-call” to address issues after hours and on weekends</li><li>▪ There is a significant loss of institutional knowledge when staff leave EHA and HS</li></ul>
	<h3>Inconsistent Levels of Service</h3>	<ul style="list-style-type: none"><li>▪ Availability and quality of service varies significantly depending on factors such as size, resources, organization structure, and culture</li><li>▪ Differing levels of service and transparency may affect community satisfaction and may lead to increased runaround</li><li>▪ Skillsets may vary across Units due to differing investments in resources and training</li></ul>
	<h3>Generalist Staff Model and Limited Training Creates Skill Gaps</h3>	<ul style="list-style-type: none"><li>▪ Staff may serve as “generalists” across multiple functions</li><li>▪ Staff may not have the needed expertise or may only perform a process infrequently, potentially increasing errors or reliance on others</li><li>▪ There is perceived insufficient training and support for staff to do their work in the most effective manner</li></ul>

## Case for Change: Administrative Consolidation

With the development of the new College comes an opportunity to reevaluate and refine the administrative organizational and operational models to better serve faculty and students.

**A number of factors trigger the need to redesign current operating models:**



There is an opportunity to rethink the current state model – refining and redesigning the organization and its operations to provide more intentional, specialized administrative support.

\*Note: Stillwater Turnover Rate = 17.3%; 2019 University-wide Retirement Eligible = 12.4% (Source: OSU Human Resources)

# Future State Organizational and Operating Model Principles

The future state model is built upon a number of foundational organizational and operating model tenets.

Guiding Principles	Description
<b>Maintain or increase level of service</b>	<ul style="list-style-type: none"><li>• Provide timely, <b>effective, and consistent</b> service</li><li>• Ensure <b>minimal disruptions</b> to service provision</li><li>• Maintain ability of <b>departments to make decisions</b> when appropriate</li></ul>
<b>Ensure efficient delivery of services to reduce cost</b>	<ul style="list-style-type: none"><li>• Improve <b>efficiency</b> to allow for reinvestment in mission-focused areas</li><li>• Reduce <b>duplication and variation</b> in key processes</li><li>• Target opportunities to implement <b>specialized, consolidated services</b> without growth in administrative costs</li></ul>
<b>Optimize governance through efficiency</b>	<ul style="list-style-type: none"><li>• Define <b>clear accountability, reporting lines</b>, and oversight model</li><li>• Optimize <b>spans of control</b></li></ul>
<b>Develop flexible processes that can evolve over time</b>	<ul style="list-style-type: none"><li>• Build in <b>flexibility</b> that will allow for <b>evolution over time</b></li><li>• Develop <b>consistent and effective</b> processes</li></ul>
<b>Ensure consistent location strategy</b>	<ul style="list-style-type: none"><li>• Balance <b>low cost considerations</b> with assessment of efficiency</li><li>• Evaluate impact on <b>people, process, and technology</b></li></ul>
<b>Meet Departmental and College needs</b>	<ul style="list-style-type: none"><li>• Meet departmental and College level <b>needs and interests</b></li><li>• Align with the New College <b>culture</b></li><li>• Afford employees opportunities to <b>develop and grow</b></li></ul>

## Administrative Focus Areas

A number of focus areas will help to define and develop the administrative culture of the new College.



### COLLABORATION

Frequent communication among job functions, units, and levels, alignment on policies and procedures, and integration of technology, data, and information



### VISIBILITY

Clear role definitions and career pathways, documentation of policies and procedures, and the ability to track and reward high performance



### STRATEGY

Formal frameworks to resolve decisions and issues, clear channels for communicating priorities, and time for reflection and plans

The foundation of a successful organization is a strong operational and financial model. There is an opportunity to implement best practices and business processes to efficiently and effectively support the needs of the New College community.

## Future State Administrative Culture Principles

Developing the future state administrative culture will be a significant investment, is an ongoing and iterative process, and calls for administrators to come together to achieve common goals.

**The future state will be based on a culture that -**



Strives for **EXCELLENCE**



Values **DIVERSITY** of ideas, opinions, and experiences



Invests in **DEVELOPING** the skills, knowledge, and leadership competencies of its people



Fosters a **STRONG COMMUNITY** where each individual is valued and contributes to the mission of the school



Is supported by **STRONG AND SUSTAINABLE** operational and financial **MODELS**

# Key Organizational and Operational Changes (1/2)

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## Key Changes

- 1 Human Resources business partnership model developed with direct reporting to Central HR and dotted line to the Dean (consider 50/50 budget split between Central and College for *new* FTE); business partner can be embedded within the College and provides strategic support to the Dean, focused on the consolidation effort in the immediate term
- 2 All College EPAF processing (initiation, error resolution, etc.,) “centralized” under Human Resources to drive enhanced process efficiency and effectiveness
- 3 Business Operations unit developed, strategically aligning core College business functions, enhancing communication and collaboration under the College Business Officer. All travel and reimbursement processes “centralized” under the Business Operations unit.
- 4 IT support model enabled by use of ticketing system (Spiceworks); model includes dedicated Instructional Support based on Department Head stated need. Operational model is supplemented by student staff, as necessary
- 5 Hybrid models eliminated as related to reporting structures. Core business and student service roles have consistent reporting lines
  - Departmental Finance staff shifted; report through Business Operations unit
  - Departmental Academic Advising staff shifted; report through Academic Affairs

## Key Organizational and Operational Changes (2/2)

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### Key Changes

- 6 Coordinate all College Administrative Support staff (general admin) under Admin Coordinator (also responsible for training, on-boarding, etc.) in order to enhance consistency, efficiency, and effectiveness and develop a model that can be more responsive to changes in priorities and fluctuations in workload
- 7 Pre and post award administration coordinated to provide “cradle to grave” research administration support
- 8 Formalized leadership structures developed across Student Services and Marketing, Communications, Engagement, and Development units to create more well-distributed spans of control and organizational layers, which can help empower employees, keep processes consistent, and maximize efficiency potential
- 9 Study Abroad, Travel Trips, and International Student Services reporting line shifted from Outreach & Extension to Academic Affairs/Student Services
- 10 Marketing, Communications, Engagement, and Development reporting line shifted to Academic Affairs to enable enhanced alignment with Student Services functions, for example, Recruitment



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