



## **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

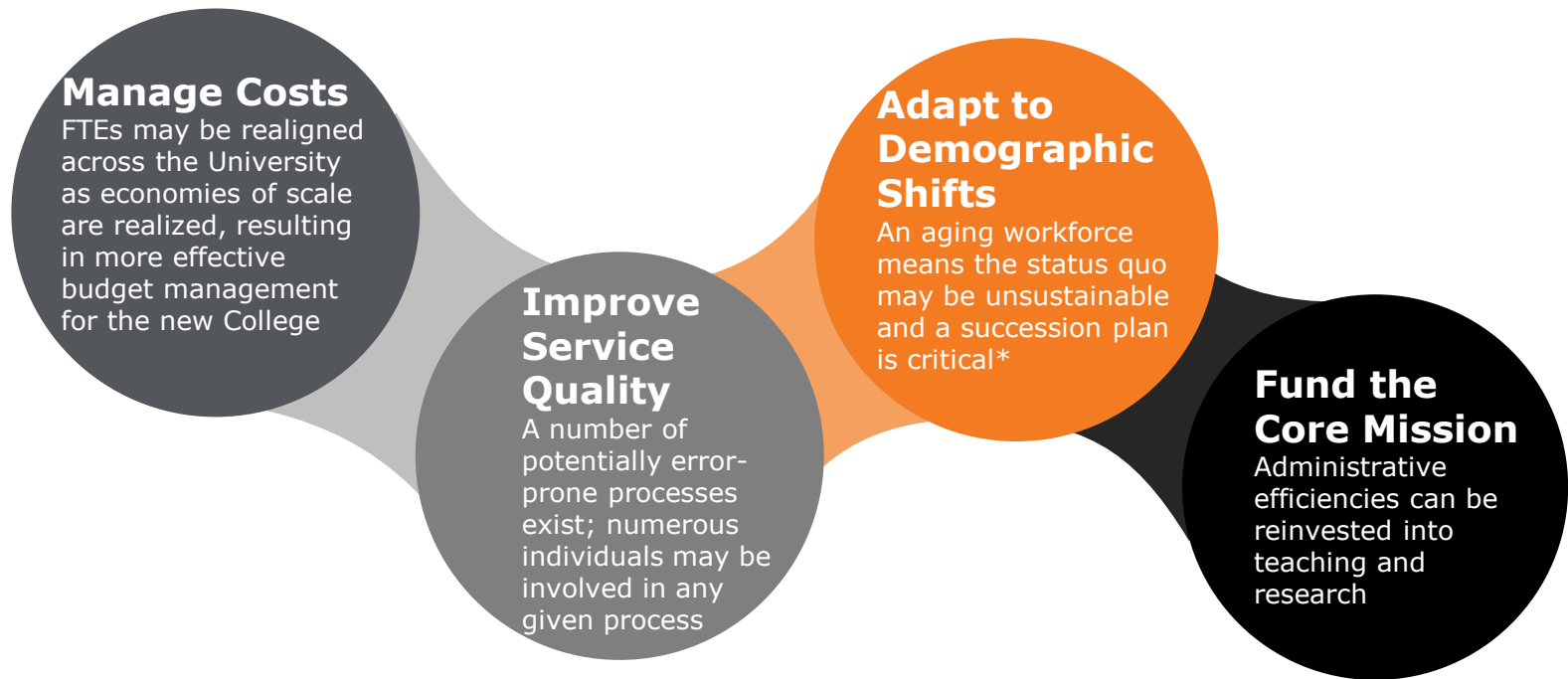
Interviews and focus groups with faculty and staff across EHA and HS highlighted a number of themes.

	<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
Maintain or increase level of service	<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>
Ensure efficient delivery of services to reduce cost	<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>
Optimize governance through efficiency	<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>
Develop flexible processes that can evolve over time	<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>
Ensure consistent location strategy	<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>
Meet Departmental and College needs	<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.



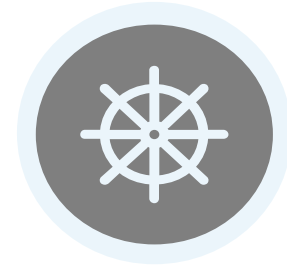
### COLLABORATION

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)

---

## 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)

---

### 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



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a more detailed description of DTTL and its member firms.

This communication is for internal distribution and use only among personnel of Deloitte Touche Tohmatsu Limited, its member firms, and their related entities (collectively, the "Deloitte network"). None of the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2019. For information, contact Deloitte Touche Tohmatsu Limited