PURPOSE

The ISS Organizational Design Teams provided analysis and input for the alignment of UWM schools, colleges, and divisions with proposed UWM Integrated Support Services Hubs, as well as a recommended grouping of units for a Prototype Hub. The ISS Leadership Team presents the following information in support of the decision on the prototype hub and preliminary groupings of units for subsequent hubs.

POSSIBLE SOLUTIONS AND EVALUATION CRITERIA

Based on analysis performed in the As-Is and To-Be phases of the project, the teams considered grouping schools, colleges, and divisions into two to five strategically aligned hubs. The goal is to create the minimum number of hubs possible to achieve economies of scale and provide opportunities for improved service levels. Hubs need to be of sufficient scale so that efficiencies can be achieved by eliminating redundancies in management, work flow, process inefficiencies, and locally developed shadow systems and processes.

The possible grouping and alignment of schools, college, and divisions was evaluated based on the following key considerations:

- Operations
  - Numbers and types of faculty and staff appointments
  - Total expenditures and mix of funds/funding sources
  - Transactional volume across all four functions
  - Portfolio of support needs and annual cycle of high and low demand periods
- Culture
  - Existing cross-unit collaboration
  - Academic and research affinities
- Geography
  - Physical proximity and space availability
- Tasks & Systems
  - Transaction types
  - Compliance similarities
  - Current systems and integration capabilities

In addition to the considerations above, the following criteria were applied for the Prototype Hub recommendation:

- Willingness of school/college/division leadership to participate in the Prototype
- Representative mix of support service needs to leverage the Prototype for learning and continuous improvement
- Current staffing levels and availability of staff (critical mass) to provide adequate staffing for the hub

Finally, the number of Hubs recommended was based on consideration of the following factors:

- Ease of process standardization
- Scale that enables maximum process efficiency
- Scale that effectively leverages organizational structure, including management and relationships to central offices

EVALUATION & DECISION

The evaluation summary below outlines how the key considerations are addressed with the recommended Hub alignment and Prototype Hub.

Considering all the factors identified, the following hub alignment and Prototype Hub configuration was presented to unit leadership and then approved by the Functional Leadership Team and Executive Sponsors.

Prototype Hub – Supported Units
- School of Education
- College of Health Sciences
- College of Nursing
- Joseph J. Zilber School of Public Health
- Helen Bader School of Social Welfare
- Division of Finance & Administrative Affairs

Hub 2 – Supported Units
- School of Continuing Education
- College of Engineering & Applied Science
- School of Freshwater Sciences
- College of Letters & Science
- Graduate School
- Office of Research
- UWM Libraries

Hub 3 – Supported Units
- School of Architecture & Urban Planning
- Peck School of the Arts
- Lubar School of Business
- School of Information Studies
- Division of Academic Affairs
- Division of General Education Administration
- Division of Student Affairs

To facilitate the planning and transition across all supported units, it is recommended that the implementation of each hub include all of the supported units at go-live. This may delay the initial roll-out, but will allow for training and transition of all ISS Hub staff together. It will also ensure that in-scope processes are prioritized based on an assessment of the needs of all supported units.

INTEGRATED SUPPORT SERVICES

HUB ALIGNMENT & PROTOTYPE DECISION

31-May-17

EVALUATION SUMMARY

Key Consideration	Recommended Prototype		Recommended Hub 2		Recommended Hub 3	
	• School of Education • College of Health Sciences • College of Nursing • Joseph J. Zilber School of Public Health • Helen Bader School of Social Welfare • Division of Finance & Administrative Affairs		• School of Continuing Education • College of Engineering & Applied Science • School of Freshwater Sciences • College of Letters & Science • Graduate School • Office of Research • UWM Libraries		• School of Architecture & Urban Planning • Peck School of the Arts • Lubar School of Business • School of Information Studies • Division of Academic Affairs • Division of General Education Administration • Division of Student Affairs	
		Amt / Hub %		Amt / Hub %		Amt / Hub %
Numbers and types of faculty and staff appointments (FTE) *Not including ad-hoc instructors	Faculty	159 / 15%	Faculty	430 / 37%	Faculty	147 / 11%
	Teaching AS	188 / 18%	Teaching AS	175 / 15%	Teaching AS	149 / 11%
	Non-teaching AS*	148 / 14%	Non-teaching AS*	201 / 17%	Non-teaching AS*	432 / 33%
	Limited	42 / 4%	Limited	32 / 3%	Limited	79 / 6%
	University Staff	484 / 46%	University Staff	302 / 26%	University Staff	491 / 38%
	RA/GA	26 / 2%	RA/GA	31 / 3%	RA/GA	3 / 0.3%
Total expenditures, and mix of funds (2016)	Tuition	$ 76.8M / 81%	Tuition	$ 103.0M / 77%	Tuition	$ 69.5M / 46%
	Research	$ 4.4M / 5%	Research	$ 17.0M / 13%	Research	$ 0.7M / 1%
	Auxiliary	$ 8.4M / 9%	Auxiliary	$ 1.0M / 1%	Auxiliary	$ 72.6M / 48%
	General Operations	$ 1.1M / 1%	General Operations	$ 3.7M / 3%	General Operations	$ 5.3M / 4%
	Indirect Cost Return	$ 2.5M / 3%	Indirect Cost Return	$ 5.2M / 4%	Indirect Cost Return	$ 0.7M / 1%
	Other	$ 2.1M / 2%	Other	$ 3.8M / 3%	Other	$ 2.8M / 2%
	Total	$ 95.3M / 100%	Total	$ 133.7M / 100%	Total	$ 151.6M / 100%
HRS Transactional Volume (2016)	HRS	5,570	HRS	8,456	HRS	11,707
	Additional Pay	577	Additional Pay	565	Additional Pay	746
IT Trasaction/Activity Volume (2016)	Purchasing Advising	587	Purchasing Advising	852	Purchasing Advising	922
	Support Devices	2,573	Support Devices	3,910	Support Devices	4,100
	Cherwell Volume	6,143	Cherwell Volume	5,999	Cherwell Volume	6,675
Purchase Order Volume (2016)	PO Count	1,677	PO Count	2,002	PO Count	1,659
Portfolio of support needs and annual cycle of high and low demand periods	Mix of administrative and academic units allows staff to be utilized across the academic and fiscal year cycles.		Mix of administrative and academic units allows staff to be utilized across the academic and fiscal year cycles.		Mix of administrative and academic units allows staff to be utilized across the academic and fiscal year cycles.	
Existing cross-unit collaboration; Academic and research affinities	- Current BATO-supported units - Collaboation amont health-related units		- STEM - Research focus		- Current shared Assistant Deans - Academic support units	