



# INTEGRATED SUPPORT SERVICES

## HUB ALIGNMENT & PROTOTYPE RECOMMENDATION MAY 25, 2017

### PURPOSE

The ISS Organizational Design Teams have 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 our recommendation for 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 & RECOMMENDATION

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 Functional Leadership Team recommends initial planning for three ISS Hubs as follows:

### 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.