

PURPOSE

The ISS Organizational Design Teams provided analysis and input for a recommended organization structure for UWM Integrated Support Services. The ISS Leadership Team provided additional information and analysis in support of an integrated structure, which includes IT as a distinct functional team.

POSSIBLE SOLUTIONS AND EVALUATION CRITERIA

Solutions considered were:

- 1) functional structure
 - organizes ISS teams by function (HR, Procurement, Finance) and establishes direct reporting lines through functional leadership (up to the AVC)
- 2) integrated structure
 - organizes multi-functional ISS teams around groupings of supported units (hubs) and establishes direct reporting lines through ISS and team/hub leadership

The organizational structure will establish the foundation and framework for successful implementation of the other changes necessary to achieve the ISS goals, which are:

- Efficiency through standardization, documentation, and technology
- Effectiveness through consistent training, support, relationships with supported units and central offices, and ISS and individual accountability
- Job satisfaction through team involvement, clear roles and responsibilities, professional development, and career growth opportunities

Both models have been implemented in higher education and in corporate shared services best practices, and the ISS goals could be achieved under either model. Through their analysis of both models, the Organizational Design Teams identified the following key considerations:

1. Ease of development, implementation, and enforcement of standardized processes
2. Staff access to SMEs, mentors, and professional development within their functional area
3. Ability to maintain necessary controls and accountability (delegated authority)
4. Staff and manager accountability for individual and team performance
5. Clearly defined roles and responsibilities and clear relationship between ISS and Central Offices
6. Consistency of leadership and communication across each function
7. Ability to reassign staff to meet temporary or cyclical needs/work load (staffing flexibility)
8. Collaboration, integration, and team cohesion
9. Customer service focus

The Leadership Team added the following evaluation criteria:

1. Implementation flexibility – the ability to leverage the prototype to evaluate the structure and adapt ongoing implementation strategies
2. Ease of implementation/scalability
3. Alignment with UWM operating environment and culture – scope of change/tolerance for change
4. Application of knowledge gained through work of project teams and Huron Consulting in As-Is and To-Be Phase

EVALUATION & DECISION

The evaluation summary below outlines how the key considerations may be addressed in each of the models and illustrates that either model could provide the framework for success. Therefore, the decision is based primarily on the other evaluation criteria, with the understanding that all key considerations will be effectively addressed through the implementation.

1. Implementation flexibility
 - The integrated model includes a functional framework within the ISS hub/team structure. Therefore, the prototype hub will be a self-sufficient unit which will allow leadership to evaluate the effectiveness of the integration of the functions and change the implementation approach as necessary. For example, the scope of the hub could be increased to build upon the functional framework versus implementing a second hub with a separate integrated team.
 - An initial implementation of a functional structure would not provide the same prototype/learning opportunities and doesn't create the organizational flexibility for incremental changes to the approach.
2. Ease of implementation/scalability
 - Several UWM divisions already operate variations on an integrated services model meaning less change for some affected staff and a politically more acceptable solution to campus.
 - Changing an existing administrative structure for possible prototype Hubs would provide a lower risk environment for implementation than developing a new structure (greater probability for success).
 - An integrated model allows for greater flexibility in implementation with smaller steps possible at each juncture which will minimize the immediate impact on the S/C/D and the central offices.
3. Alignment with UWM operating environment and culture
 - The As-Is Findings provide the following context related to organizational structure, which is most closely aligned with an integrated model:
 - o High value is placed on having staff accessible to units to support these functions, advocate for unit needs, and facilitate processes with central offices
 - o There is a perception that central offices do not understand and support the business needs of the academic units
 - o Service delivery is highly decentralized and relies heavily on generalists
4. Application of knowledge gained through As-Is and To-Be phase
 - A collaboration of UWM project teams and Huron Consulting in the As-Is/To-Be phase of the project resulted in the recommendation for an integrated model. The initial recommendation was based on an extensive examination of the current state, UWM culture and resources, and the expertise of our consulting partner.

Considering all of the factors identified, and after much thoughtful listening and consideration, it is the decision of the Executive Sponsors and Functional Leadership Team that it is in the best interest of UWM to proceed with the ISS Project using an integrated model for organizational structure.