

Operations and Finance Programs Defined

- Institutional Research (Laurie Roe)
- Information Technology (Josh Ogle and Mike McClure)
- Construction and Facilities (Grant Lagorio and Greg McKown)
- Business Office (Mariane Berry)
- Shipping/Receiving (Laura Haga-Duffy)
- Operations and finance administration, grants, and budget (Elizabeth Schumann-Tusch, Natalie Herklotz, Scott Lindberg, and Lisa Stanton)
- Procurement (Jodie Fulton)

Criteria for Measuring Operations and Finance Programs

II Questions used to describe programs

1. What are the main objectives of your unit, and how do you measure success in achieving them?
2. What services or activities in your unit are mandated, and what is the estimated time to perform these services or activities?
3. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?
4. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours.
5. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the College's mission?
6. How could the College help your unit do its job better?
7. In what ways does your unit relate to other units of the College, academic and nonacademic? For example, what services do you provide to other units? What services do other units provide to you? On what tasks do you collaborate with other offices?
8. What skillsets and resources does your unit possess that can be shared with other units at slack times?
9. Which individuals in your unit are cross-trained, and in what areas?
10. What resources do you need to improve your services to a superior level?
11. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?
12. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?
13. How do you review and evaluate your department's yearly performance?
14. What support will your unit need to provide during the ERP implementation?
15. Explain how your unit could function with
 - a. A 10 percent reduction in staff time
 - b. A 20 percent reduction in staff time
 - c. A 30 percent reduction in staff time
 - d. A 20 percent reduction in non-personnel resources

- e. A 30 percent reduction in non-personnel resources
- f. A 10 percent reduction in non-personnel resources

What would be the consequences of other effects on service delivery in each case?

II Questions for Analysis

1. What opportunities exist for greater collaboration and team approaches in the delivery of services?
2. How many managers and leads do we have? Are there opportunities to reduce middle strata in the organization and expand the span of control?
3. What technological improvements could be made that would result in labor savings?
4. How can a service be more efficiently delivered?
5. What processes do we have that can be streamlined or eliminated to improve service delivery?
6. Restructuring: What efficiencies might be gained by consolidating similar entities?
7. Personnel: Have we “worked around” or “structured around” deadwood and other personnel issues, and is this the time to stop indulging and start confronting them?
8. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, or cheaper?
9. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?
10. Benchmarking: Compare your unit with similar units at other institutions or with national norms.
11. Identify the services/projects mandated by federal/state/local rules or board policies/administrative procedures.
12. Identify the services/positions/type of work duplicated internally by another program or external agency.

III Data Needs

1. List any data needs.
 - a. Available from IR or another internal department
 - i. Non-personnel resources by program – All funds, but separated by fund (All Programs)
 - ii. Payment methods for the last five years – include the method (cash/check/credit card) along with how the payment was made (in-person/online/mail) (Business Office)
 - iii. Students attending class at campus locations and student traffic by campus by hour of the day (Business Office, IT, and Construction and facilities)
 - iv. Location and hours of staff by day of the week (business office, construction and facilities, and IT)
 - v. 3 to 5 year institution-wide equipment needs to include equipment in all divisions (instructional, non-instructional, vehicles, etc.), computers & peripherals, new items and replacement costs (estimated cost to purchase/replace, life expectancy, possible funding sources like grants or donations)
 - b. Available externally

Timeline for O&F

- By December 3 - Post programs defined, draft criteria and data needs to the webpage.
- By December 16 - Final criteria and categories defined and posted to the webpage
- By January 21 - Preliminary reports by program were completed and sent to Elizabeth for posting on the webpage.
- By January 26 – Summary of preliminary reports completed and sent to Elizabeth.
- January 31 – Divisional reports will be reviewed and discussed at the divisional retreat.
- By February 20 – Incorporate academic affairs prioritization results into Operations and Finance reports.
- By March 15 - Incorporate student affairs prioritization results into Operations and Finance reports.
- March 16 – Updated divisional reports will be reviewed and discussed at the divisional retreat.
- By March 31 – Draft report, with summary for all programs in division completed.
- April 19 - Draft final reports for all divisions presented to the Board of Education
- May 17 – Proposed budget presented to the Budget Committee