Function/Process	Initiative	Activity	Status	Savings/Benefits	Priority	Timeline	Add'l Resources Required
All Functions – Procurement, Finance, Human Resources and Information Technology							
Adoption of Shared Services Principles	Implement shared services management processes	• Develop & adopt performance metrics • Actively leverage service level agreement (SLA) where optimal • Shared Services Steering committee provides governance	Not begun	• Customer/stakeholder focused governance • Performance measurement & management • Policy compliance • Cooperative culture	HIGH		
Procurement							
Procurement Function	Continue effort to implement shared services management	• Develop & adopt MOU UM Procurement for all campuses • Develop & adopt SLA to provide performance metrics • SS Steering committee provides governance	Underway	• Shared governance • Executive sponsorship • Performance measurement & management • Policy compliance	HIGH	ASAP	None
Requisition & PO Processing	Reengineer Processes	• Process mapping requisition and PO processing • Improve responsiveness of technology	Not begun	• Reduced time spent on task	HIGH	ASAP	Expertise and assistance in business process redesign (BPR)
		• Receiving Processing at HealthSystem and within UM Procurement procedure review	• Underway at HealthSystem TBD at University System	• Reduction in match exceptions, improved customer service	HIGH	Under way	• Additional staffing in Receiving
		• Identify intersection of current Process vs. available Technology (by campus / business unit	Not begun	• Reduction of paper processing • Reduced time spent on task	MEDIUM	ASAP	• Dedicated resources to develop Current State and Future State
	Implement comprehensive change management campaign to increase adoption of policies (e.g. via further of ePro)	• Improve responsiveness of technology • Adopt policies to support adoption of technology • Create & implement marketing plan	Underway Underway	• Greater adoption of technology • Reduced cost	HIGH HIGH	Underway Underway	None

Function/Process	Initiative	Activity	Status	Savings/Benefits	Priority	Timeline	Add'l Resources Required
Strategic Sourcing	Reduced prices from robust supplier management	• Initiate Spend Analytics	Kick off 09/2010	• $1.2M Year One	HIGH	01/2011	None
		• Initiate Strategic Sourcing and Contract Module in PeopleSoft	Underway	• Process improvement, centralization of contracts, standardized contracting & sourcing, improved review & approval flow.	HIGH	02/2011	
		• Contract savings through o Negotiated/ RFP/Avoidance	Outlined in department goals and objectives	• Projecting $6M on contracts	HIGH	Underway	None
		o Contract compliance	Zycus, IMS, UHC and ECRI tools will be used to measure and report compliance	• Expense reduction	HIGH	Underway	None
		o Reverse Auction	Delivered functionality with Strategic Sourcing application in phase II PeopleSoft project	• Direct supply expense reduction	HIGH	3/11	None
	Implement vendor self service capabilities	• Identify intersection of current Process vs. available Technology	Underway	• Vendor access to Strategic Sourcing will streamline bid process	HIGH	3/2010	None
		• Adopt policies to support adoption of technology	Order to Pay program with JP Morgan business plan under development	• Vendor access to Order to Pay will increase vendor visibility of invoice and payment status	HIGH	• Order to pay to follow TRIP	• Communication plan for Order To Pay with Finance directors and AMC
Missouri Higher Education Procurement Shared Services	UMSPC – UM Strategic Procurement Consortium	• Identify institutional participants • Analyze Cost /Benefit per institution • Develop governance structure • Extend UM eProcurement platform to other institutions • Services expanded as COPHE organization desires and UMSPC has the ability to deliver	Draft business plan completed (high level only) COPHE Presentation completed	Reduced costs for UM and Missouri higher education – magnitude unclear at this time.	HIGH	Underway Spring 2011	• Additional staffing and consulting support (SciQuest implementation and feasibility team) • Agreements with other Higher Eds will include cost recovery aspect
Procurement Projected Total Savings Through Strategic Sourcing				**$7.2 Million***	*Savings noted limited to purchasing savings and not FTE or reallocation savings		

Function/Process	Initiative	Activity	Status	Savings/Benefits	Priority	Timeline	Add'l Resources Required
Finance							
A/P	Reengineer AP Process	• Examine policies and procedures and metrics • Map process to identify policy and process impediments to simplification	Not begun	• Positive end user experience • Less rework • Greatest effect on efficient and effective processing (savings 5-10%)	HIGH	ASAP	Expertise and assistance in BPR
	Implement electronic invoicing presentment and payment solution to reduce process effort and increase vendor discounts	• EDI transaction Set 810	Phase II project will deliver top four vendors invoices electronically to MUHC	• 1 FTE (redeployed as Data Analyst)	HIGH	• EDI transaction Set – 2/2011	• No additional resources required for EDI deployment
		• Procure to Pay	Order to Pay program with JP Morgan business plan under development	• Exceeds $2M annually	HIGH	• Order to pay to follow TRIP	• Consultants (JP Morgan) to assist in implementation of Order to pay
	Implement shared services management processes	• Develop & adopt performance metrics • SS Steering committee provides governance	Not begun	• Shared governance • Performance measurement & management • Policy compliance	HIGH		
	Centralize AP transaction processing	Once volume, process and procedure issues addressed examine opportunity for transaction aggregation	TBD	• Most efficient process available • Maximize use of automation	LOW		None (at this time)
Travel and Expense	Reengineer process	• Map process to identify policy impediments and process improvements • Implement sample audit policy for expense reimbursement • Minimize required approvals	Partially complete	• Superior user interface • More timely reimbursement for travel • Less rework and errors due to embedded controls • Process savings greatest (5-10%)	HIGH	Underway	None
	Automate expense reimbursement	Peoplesoft Travel and Expense system currently being implemented	Test Phase scheduled to go live by EOY	(see above)	HIGH	Go live early 2011	None
	Implement shared services management	Develop & adopt performance metrics SS Steering committee provides governance	Not begun	• Shared governance • Performance measurement &	HIGH	Immediately	None

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Function/Process	Initiative	Activity	Status	Savings/Benefits	Priority	Timeline	Add'l Resources Required
processes				• management • Policy compliance			
	Centralize T & E transaction processing	Once volume, process and procedure issues addressed examine opportunity for transaction aggregation	TBD	• Most efficient process available • Maximize use of automation	LOW		None (at this time)
General Ledger & Intercompany Accounting	Reengineer processes and policies to leverage automation (e.g. recurring JE)	• Map processes to identify policy impediments and process improvements • Examine control activities • Change culture around expectations at every level in organization • Implement technology solutions as appropriate • Implement Hyperion Planning budget and reporting solution	Not begun	• Provides greatest percent opportunity for end user savings (5-10%) • Decrease volumes • Support planning in systematic processing tool with superior reporting providing better results and greater efficiency in the budget process	HIGH	Hyperion Project Underway	Expertise and assistance in BPR
	Implement shared services management processes	Develop & adopt performance metrics SS Steering committee provides governance	Not begun	• Shared governance • Performance measurement & management • Policy compliance	HIGH	Immediately	None
	Centralize redundant parts of process	Once volume, process and procedure issues addressed examine opportunity for transaction aggregation	TBD	• Most efficient process available • Maximize use of automation	LOW		None (at this time)
Finance Projected Annual Total Savings				**$4.3 million**	(Since most finance resources reside in the divisions this becomes available for reallocation at that budget level)		
Human Resources							
Employee Data Management (e.g. PAF, employee personal data)	Reengineer policies and procedures	• Leverage self service options more fully • Develop and deploy Commitment Accounting to separate funding from staffing process	Not begun	• Employee actions, including hires/terms, processed more quickly with fewer resources required	HIGH	ASAP	?
	Implement e-recruit across all business units	• Map processes to identify policy impediments and process improvements	Underway	• Expedite employee onboarding and automate portions of establishing the employee's record	HIGH	Underway	None

Function/Process	Initiative	Activity	Status	Savings/Benefits	Priority	Timeline	Add'l Resources Required
	Continue to improve employee self-services capabilities that are available	• Review self service already deployed and address concerns around ease of use, responsiveness, or just lack of adoption of good existing options • Examine opportunities for self service not already implemented • Be more directive about use of self service applications	Not begun	• Less data entry • Data captured at the source once and used many times • Less rework • Fewer FTEs required in processes • Better customer services and satisfaction	HIGH	ASAP	?
	Implement employee Service Center to support consistent employee contact across various employee categories	• Identify routine questions that can be answered in an organized fashion • Create knowledge base to facilitate self help opportunities	Extend present Shared Services Steering Committee to employ this governance model		HIGH	?	?
	Centralize Employee Data transaction activities	Once volume, process and procedure issues addressed examine opportunity for transaction aggregation	TBD	• Most efficient process available • Maximize use of automation	LOW	?	None (at this time)
Time and Labor	Reengineer T&A policies and procedures (e.g. reducing approval requirements)	• Examine opportunities for "quick wins" for immediate process improvement (e.g. pay off reported time vs. approved time, present employees in groups for approval instead of requiring a search by date and Group ID) • Examine Phase II list of enhancements and reengineer T&L process	Not begun	• Greater employee and supervisor satisfaction with process • Fewer FTEs required to process T&L • Fewer off-cycle checks required due to missed supervisor approval	HIGH	ASAP	Expertise and assistance in BPR
	Implement comprehensive change management campaign to increase adoption of policies and technology	• As part of technical reengineering process examine policies and procedures and change as necessary • Implement updated T&L process using new technology and policies/procedures • Examine payroll service and support process in the context of changed processes and procedures	Not begun	(see above)	HIGH	ASAP	?

Function/Process	Initiative	Activity	Status	Savings/Benefits	Priority	Timeline	Add'l Resources Required
	Implement employee Service Center to support consistent employee contact across various employee categories	Once volume, process and procedure issues addressed examine opportunity for transaction aggregation	TBD	• Most efficient process available • Maximize use of automation	LOW	TBD	None (at this time)
	Centralize process effort	(see above)	TBD	(see above)	LOW	TBD	None (at this time)
Compensation Administration	Update compensation structure and create compensation process/policies	• Job analysis and classification review • Staff job title and salary study	Pilot project underway – to be completed November 2010	• Necessary to support business process change efforts in HR and other functions • Career ladder • Strategic Investment in specific job titles	HIGH	ASAP	• Putting additional $300,000 towards consultant compensation analysts
Managerial Reporting	More effective use of standardized reporting to support business decisions	• Understand Hackett benchmark data more fully and use to help set targets and benchmarks	Not begun	• Accountability (metrics) • Necessary for effective performance measures • More effectively support processes (e.g. FMLA) • More efficient management of resources	HIGH	ASAP	Gary?
Employee Benefits	Reengineer processes and implement comprehensive change management campaign to increase adoption of policies and technology (e.g. self service)	Increase adoption of self service and reduce or eliminate paper intensive manual processes (e.g. self services on TDA processing)	Not begun	• Superior user interface • More timely processing of benefits actions • Less rework and errors due to embedded controls	MEDIUM	ASAP	None (existing staff)
	Implement employee Service Center to support consistent employee contact	• Educational materials for onboarding • Feedback during benchmark – make benefits a non-toll call from other parts of the state	Centralized but lacking in metrics, SLAs etc. Opportunity for "Quick win" but savings are minimal since already centralized	Better service for employees and knowing who to contact with issues	MEDIUM	ASAP	None (existing staff)

Function/Process	Initiative	Activity	Status	Savings/Benefits	Priority	Timeline	Add'l Resources Required
	across various employee categories	• Define roles and responsibilities more clearly	and operating at a "world class" level as defined by Hackett benchmark. Extend present Shared Services Steering Committee to employ this governance model.				
Human Resources Annual Process Savings (spanning)				$0		*Savings reallocated to other strategic priorities	
Information Technology (spanning)							
Greater adoption of shared services management processes	Support activities identified in HR, Finance & Procurement functional reengineering efforts noted above	• Governance & system-wide planning w/ functional leads via the ongoing use of the shared services steering committee • More effective use of project management protocols	Planning underway in coordination with directions established by Shared Services Steering Committee	• Savings realized in functional business processes throughout System • Expanded use of technology fulfills need for function automation • More effective implementation processes	HIGH	Ongoing	Additional technical resources required will be reflected in the functional processes noted above
Support for Business Process Improvement Efforts	• Support process automation and reengineering described in Finance, HR and Procurement	• Needs/actions defined by functional users included above • Management philosophy ensuring quality of service • Actively leading change management where technology is involved	Planning underway in coordination with directions established by Shared Services Steering Committee	As outlined by the functional initiatives listed above	HIGH	TBD	TBD
Enterprise Architecture	• Enhanced development of the technical architecture to consistently support the business of the University	• Universal portal to support functional initiatives (e.g. e-learning, self-service for administrative functions) • High availability/continuous availability • Cloud Computing • Examine IT funding model • Data center rationalization • Server consolidation • Storage consolidation • Support for access to UM resources – for UM and non-UM entities (Federated identity	Planning underway	Enhancement of usability and integration of administrative, instructional, and research systems across UM. Reduced costs through elimination of unnecessary redundancy and complexity of IT infrastructure and applications	HIGH	Overall timeline TBD. Portal deployment tentatively scheduled for Spring 2011	TBD

Function/Process	Initiative	Activity	Status	Savings/Benefits	Priority	Timeline	Add'l Resources Required
	• Technical diversity	management) • Establish appropriate level of standardization over computing resources maintaining flexibility where needed to support the missions of the University • Vendor leveraging and managed IT procurement • Asset management • Need to define roles and responsibilities and governance for making these decisions					
Research Computing	• Increase availability of high-performance computing and networking resources for the UM campuses	• Continue to support efforts to establish Mid-continent computing consortium for high performance computing	Underway	Enhanced support for research mission of the University	HIGH	Ongoing	TBD
Instructional Computing	• Continue to support technology-facilitated teaching and learning across UM	• Support for instruction delivery (end user support) • Provide support for cooperative instructional computing among other higher eds in the state •	Ongoing	Enhanced teaching and learning outcomes	HIGH	Ongoing	TBD
Information Technology Annual Savings Reinvested into functional initiatives – May even require additional expenditures							