University Services
Management Services

The University Services Management Services team consists of Finance, Human Resources, Information Technology, and the Office of the Vice President. Management Services provides functional expertise and services to University Services operational leaders to facilitate the success of their units. These enterprise services are responsive, of high quality, efficient, offer best value, and are robust in order to support operational priorities, changing programmatic needs, and strategic planning efforts.

In addition to supporting the University Services enterprise, the Management Services Team has played a significant role in initiatives to support the University’s academic enterprise. For example, the Office of the Vice President has directed the University’s planning for light rail transit on campus, particularly in finding solutions to protect University vital research laboratories; U Services Information Technology has led the efforts to develop a systemwide enterprise geographic information system; and U Services Finance leads the University’s Higher Education Asset Preservation and Replacement (HEAPR) Committee to support the facilities needs of the University.
Vision, Mission and Purpose

**Vision** – The vision of University Services Management Services is that the University be known as much for its service and business innovation as for its high quality research, education, and outreach

**Mission** – University Services Management Services are trusted partners that provide the highest quality direction and support in the areas of finance, information technology, human resources, communications, sustainability, and strategic leadership

**Goal/Purpose** – Management Services strives to deliver innovative services to assist the units we serve to achieve their goals in a manner consistent with the world class status the University aspires to attain

Strategic Objectives

Management Services work is guided by the University Services strategy map and balanced scorecard. Our strategic efforts are focused on:

**Customer Perspective** – Deliver management support services to satisfy our customers and facilitate their success

**Continuous Improvement & Innovation** – Improve our methods to enhance customer service and succeed at our mission

**Learning & Growth** – Ensure our organization learns and improves at our critical systems, and is able to meet today’s challenges as well as prepare for the future

**Accountability** – Optimize our resources and our value

The Management Services team primary objective over the past several years has been the development of University Services as a single enterprise organization.

- U Services Information Technology undertook an infrastructure consolidation plan resulting in a combined-support model, pooling resources into a consolidated data-center and server support team that lowered support costs and reduced or eliminated inefficient and/or redundant IT servers and systems.

- During the implementation of the current financial system U Services Finance organized a workforce planning process resulting in a team with better capacity to assist with process improvements in this complex organization.

- U Services Human Resources developed Leadership Competencies and rolled out the first unit wide, web-based, performance management system (PBES) now used for every employee of University Services.
Primary Services

**Human Resources**
- Workforce Planning
- Recruitment and Selection
- Employee and Labor Relations Support
- Organizational Development
- Performance Management
- Training and Development Programs and Support

**Information Technology**
- Enterprise IT Strategy and Planning
- Govern and Manage Projects
- Deliver and Administer Applications
- Manage Application Hosting
- Support Desktops/Run Helpdesk

**Finance**
- Budget Development and Management
- Consulting and Support Services
- Payroll Services
- Periodic Accounting Processes
- Planning, Reporting and Analysis
- Project Accounting & Capital Budgeting
- Purchasing Services

**Office of the Vice President**
- Strategic Direction
- Strategic, special projects and business initiatives support
- Communications
- Facilitate coordination between and among U Services departments
- Board of Regents coordination and support
- Sustainability leadership and coordination
Academic Enterprise Support

**Management Services** provides strategic counsel, information and services to operational units within University Services to enable those units to effectively support the academic enterprise.

In order to provide optimum services to the University community, the Management Services teams maintain both Twin Cities campus and system-wide partnerships.

**U Services Finance** partners with the Budget Office; the Controller’s Office, which includes Central Accounting, Disbursement Services, Central Purchasing and Investment Services; Academic Resource Responsibility Centers and the coordinate campuses.

Project Accounting is system-wide for all legislative capital projects; Payroll Services processes payroll for Crookston and Morris and implements union rates for Duluth; and Purchasing provides procurement services system-wide for legislative capital projects. Finance also provides cost pool information to University Budget and Finance and, on a monthly basis, distributes detailed utility usage and cost reports to the Resource Responsibility Centers.

U Services Finance also chairs the Higher Education Asset Preservation and Replacement (HEAPR) Committee. This system-wide committee is responsible for:

- Coordinating all aspects of this legislatively funded program targeted at renewing existing buildings and infrastructure.

**U Services Human Resources** partners with the Office of Human Resources to ensure human resource practices within University Services are aligned with the University of Minnesota policies, practices and governing documents. USHR service to operational units includes:

- Change Management assistance with planning and implementing change initiatives.

- Employee / Labor Relations – serve as source for information and advice on interpretation and application of rules, policies, regulations, labor agreements, laws, guidelines and procedures that govern and guide each employee group.

- Organizational development consulting on issues that impact work environment, process improvement, conflict resolution, performance management, and compensation.

- Provide services in areas of developing and implementing recruitment strategies, staffing positions, local and national searches and interviewing.

- Provide training assessment and delivery of selective / customized training programs on various topics including team building.
University Services Information Technology provides technology planning, development, support and project management services to all University Services departments. USIT also ensures strategic alignment between U Services, OIT and the U of M’s overall technology direction including:

- Development of the enterprise Geographic Information System (GIS) which provides a single location for collecting, reviewing, and analyzing information about the spaces, buildings, and physical infrastructure of the University. USIT deployed interactive maps which include building floor plans, location of study spaces, parking ramps, dining areas, and emergency phones; and used GIS to help analyze building operational costs. Recent phases provided similar services to the coordinate campuses and delivered focused GIS services to various academic departments.

- Implementation of COMPASS as a single enterprise facilities management system. COMPASS is used for processing work orders, preventive maintenance, purchasing, and other custodial and maintenance functions. Since completion in early 2011, all University campuses run their facilities management operations using this single system-wide enterprise application and follow a consistent set of business processes.

The Office of the Vice President for University Services provides strategic direction to University Services, supports organization development initiatives, business planning, leadership team coordination, communications, policy development and compliance. This organization is also engaged in University-wide initiatives including:

- Coordination with Government Relations on Federal and State legislative activities including such efforts as the Central Corridor Light Rail Transit project

- Staff to the Board’s Facilities Committee which oversees the University’s physical assets (e.g. Land, buildings, infrastructure and equipment)

- Coordination of Large Scale Events including the recent visit to the University by the President of the United States (October 2010)

- Support of the President’s Operational Excellence effort

- Coordination of each campus level Sustainability Committees; managing the University of Minnesota Systemwide Sustainability Committee; and instrumental in receipt of an “A” grade on the Sustainable Endowments Institute College Sustainability Report Card for the Twin Cities campus, 2011 (Straight As in all nine categories)
Current Challenges

- Support the University’s efforts to develop a sustainable financial model for the future
- Ensure University interests are protected and supported when external agency projects may impact or influence University operations
- Retain top talent as the economy begins to recover and demand increases for top talent particularly in short supply fields
- Ensure University Services units are providing the requisite services to the academic enterprise
- Measure our performance and ensure accountability to the University’s mission

Current Initiatives

- Implementation across all campuses of the Regents’ Sustainability policy - driving strategies and measuring progress
- Consolidation of specific management services, such as Payroll, to improve quality assurance and reduce costs
- Identification of management services metrics as tools to support data informed analysis and evaluation and inform decision making
- Continues to grow talent development/succession planning and performance management
- Optimize the use of the University’s space resources
- Provide GIS functionality and service across the University system
- Advancing the alignment of the six year capital plan with the University’s academic and financial strategic direction
- Consolidate all University Services data regarding buildings and costs in a single BI system, and make available across the University system
- Advancing University Services balanced scorecard to ensure accountability and alignment with the U’s academic and financial, strategic and data driven direction
- Coordination of University’s action during Central Corridor Light Rail Transit construction on Washington Avenue
- Supporting system-wide initiatives on the coordinate campuses such as Campus Master Planning as well as others such as UMore Park, Northside Initiative, Medical Biosciences Authority, Willmar Mid-Central Research and Outreach Center
Financial Overview
Management Services receives the majority of its funding from central cost pools. A small portion of the funding stream is generated through services provided to University Services and academic units on a fee for service basis - project accounting and utilities accounting.

Budget
The overall budget for Management Services for FY 12 totals $7,056,636. This graph shows the budget detail by funding source for the Management Services Units. The Internal Sales Organization (ISO) portion represents revenue collected from charging projects for services. The six percent other included represents transfers in from other units and the technology reserve for University Services.

Workforce
As of October 2011, Management Services units had 53.6 Full Time Equivalent staff with a headcount of 60.5. (The 0.5* headcount provides for one employee who serves 50 percent for Public Safety and 50 percent in University Services Information Technology).

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<th>Management Services Personnel Data</th>
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<th>Professional or Academic</th>
<th>Civil Service</th>
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Functional Organizational Chart
Regulatory Responsibilities

Each area of Management Services has responsibility for ensuring University Services units follow the U wide policies in the Policy Library and also that they maintain a good internal control environment.

In addition, management services units ensure compliance with applicable federal and state laws, and they provide information in response to scheduled and ad hoc requests from federal and state entities. A few examples are below:

- U Services Finance provides the State with capital cash flow forecasts and prepares an annual update on capital spending to the Legislature

- U Services Human Resources has provided information on hiring in response to Office of Federal Contract Compliance audits

- U Services Information Technology is responsible ensuring compliance with external regulations such as PCI (Peripheral Component Interconnect) and Office of Information Technology policies such as Security Private Data and Acceptable Use of Information Technology