Underlying Principles

The following principles pertain to all UNH business, regardless of funding sources and regardless of current budgetary pressures (or lack thereof):

1. should always strive to maximize resources for teaching, research, public service
2. should always strive to minimize expenditures for admin overhead while improving services
3. properly qualified, trained, motivated, and supported staff are UNH’s most important asset to accomplish no.2 above
4. too much accounting control is as undesirable as too little accounting control
5. admin support resources should be allocated fairly and equitably among Areas
6. there are opportunities to better utilize our limited resources (human, technology, space, etc), but it will require radical change in institutional paradigms and culture
7. to capture budget savings from process and policy changes, sweeping consolidations of business personnel are necessary; consolidation is the primary strategy for budget savings
8. to provide best service with least cost, secretarial staff should be organized in teams of at least 2 and BSC staff will be organized in teams of 3 to 12 (cost per transaction decreases as size of BSC increases)
9. each college/school will have one business manager and one physical BSC of 3 to 12 staff to produce best service with least cost
10. bus mtrs report directly to dean/director; accountable to vpfa for strict adherence to financial policies and good business practices, and to dean/director for meeting locally defined service standards
11. implementation of organizational change is best accomplished by deans/directors with assistance from UASP team
12. to effect radical change, the entire campus must understand the purpose (see goals above) and commit to strategies/methods
13. for campus to support goals and strategies, campus leadership must be visibly driving the change and be committed to decisive action within their own Area based on principles and strategies listed here

Strategies and Methods

1. set standards for fair and equitable distribution of admin support salary $ among all Areas based on consistently applied productivity benchmarks (CUFS transactions and permanently budgeted staff)
2. president to mandate establishment of 10 to 20 BSCs, with generally no fewer than 3 staff each
3. president to encourage (but not mandate) secretarial consolidations
4. dean/director to design & implement BSCs and secretarial consolidations, with assistance from UASP team
5. eight initial local teams will lead the rest of the campus by setting appropriate example
6. actively manage attrition thru selective hiring freeze and retraining programs to achieve no layoffs
7. use temps to bridge the 2 year transition period from current state to desired state
8. develop policies for hiring, compensation, training certification, and professional development to ensure properly qualified and trained business staff
9. commit substantial resources to early retirement/separation incentives to further achieve no layoffs
10. commit substantial financial resources to ensure proper physical space, equipment, staff development and training, and central business, programming and training support
11. redirect and dedicate substantial human and financial resources to implement procurement cards, emerging technologies, and personnel process automation
Proposed Agenda for Deans’ Meeting, June 4, 1996

1. Discuss and confirm commitment to primary and secondary goals, underlying principles, and strategies/methods
   - Is our purpose to reduce investment and impact of change, or is it to accomplish primary and secondary goals, regardless of extent of change? If we tweak around the edges, will we accomplish our goals?
   - Where are the anticipated savings?
   - Must savings come from decline in services?
   - Are we willing to suffer difficulties caused by 2 year period of cultural change?
   - Will we further erode level of trust if we promote “redesign” but deliver tweaked status quo?
   - To what end do we have150 people involved in this project?

2. Need closure on following parameters quickly so we can make current timetable
   - How many BSCs? Are they “physical”? Can each one look different? Qualifications of BSC mgr?
   - Decide how savings will be distributed (benchmarks, actual or mid-point range salary $)
   - If targets are met will units still be required to have a BSC?
   - What outcome or deliverable is expected for 10/1/96? Do we have sufficient faculty input?
   - Should faculty be required/expected to do their own TEVs, e mail, voice mail, typing, etc?

3. Status report: survey data should be available within 2 weeks.

4. Next meeting. Need another dedicated Deans meeting in 2-3 weeks.