

Update on *Path Forward*: Operations Implementation and Impact

Presented to University Staff Council
August 16, 2022



The Vision Behind *Path Forward*

“... a large, ambitious administrative reorganization of the university that will streamline operations to ensure we make the best decisions among competing priorities.”



Why We're Doing It

To improve operations and assist with growth of **Texas A&M's influence** as a leader in research and education, while also using state resources more **efficiently and effectively.**



What We're Doing

- Streamlining operating structure
- Expanding TAMU's service offerings
- Fostering an environment with fewer bureaucratic challenges



Benefits You Can Expect

- Reduction of administrative burdens for faculty
- Clearer roles and responsibilities
- Enhanced career growth opportunities
- Quality outcomes
- Continuous improvement



Keys to Success

- Efficient use of talent and resources
- Better collaboration
- Accountability for effective and efficient operations



Guiding Principles

1. Transparency

2. Simplicity

3. Accountability

4. Collaboration



Follow-up

- One year assessment of the *Path Forward* initiatives to determine successes and challenges
- Committee including faculty and staff to provide feedback on successes and areas needing improvement





What's Happening with Operations Across Campus





Action 1:
Align
personnel/
finalize org
structure



Human Resources Proposed Actions

- **Action 1:** Align personnel/finalize org structure
- **Action 2:** Department HR Liaisons (current Business Coordinators) transition to HROE Generalist/Specialist
- **Action 3:** Streamline processes, reduce bureaucracy
- **Action 4:** Centralizing and standardizing employee onboarding
- **Action 5:** Structured method for advancing and retaining employees

Human Resources Anticipated Outcomes



- Improved employee and candidate experience through readily available customer focused HR professionals
- More efficient hiring and onboarding with enhanced recruitment of higher quality and diverse candidates
- Dedicated employee success programs

HR Implementation

PREPARE

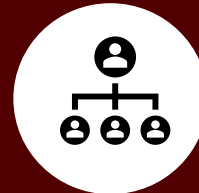
JULY - AUGUST



- Finalize organizational structure and leadership
- Assign employees to service hubs
- Train all employees on common standards and expectations
- Define HROE service catalog

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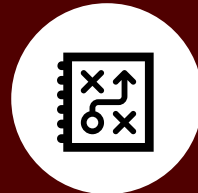
SEPT. – DEC.



- Staff to meet 1:150 ratio
- Launch Workday platform that supports Hub structure
- Create Laserfiche processes to automate routing and information flow
- Evaluate best practices and finalize routing and delegations

REFINE

JAN. - MAY



- Establish continuous improvement team and monitor service delivery and customer support teams
- Launch succession planning model
- Train to new standards focused on customer service and efficiency

OUTCOMES:

- Improved quality/timelines
- Improved satisfaction
- Nimble, scalable structure
- Understood reporting structure
- Realized potential



Finance Proposed Actions



- **Action 1**: Align personnel/finalize org structure
- **Action 2**: Assess current delegated purchasing authority
- **Action 3**: Review contract workflow to decrease processing time

Finance

Anticipated Outcomes



- Improved toolkit for finance staff
- Customer-focused financial process improvements, beginning with the contracting process
- Standardization of financial processes across campus

Finance Implementation

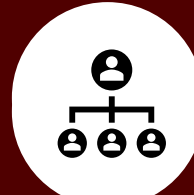
PREPARE



SEPT. – DEC.

- Continuous service improvement process
- Subject matter user groups
- Implement division-wide training
- Review of chairs/professorships by gift oversight group
- Implement a university-wide financial review process
- Begin development of a performance-based budget allocation model.

IMPLEMENT



JAN. - APRIL

- Review of delegated purchasing authority
- Review/revise existing policies and processes to support new structure
- Review workflow of contracts
- Communicate updates, successes, improvements, etc. with university leadership and staff

REFINE



MAY – AUG.

- Publish the division annual report
- Finalize delegated purchasing authority review/implement recommendations
- Finalize review of workflow of contracts and implement recommendations
- Evaluate and refine structure to support needs based on feedback
- Finalize budget allocation model

OUTCOMES:

- Organizational understanding
- Customer-focus
- Continuous improvement
- Cohesive unit
- Efficient operations
- Improved measurement



MarComm Proposed Actions



- **Action 1:** Align personnel/finalize org structure
- **Action 2:** Operate as a Strategic Partner
- **Action 3:** Staff Development
- **Action 4:** Editorial Process/Media Relations
- **Action 5:** Website consistency and support

MarComm Anticipated Outcomes



- One University. One Brand. One Team
- Professional alignment and oversight
- Unified marketing/communications strategy
- Stronger, more consistent brand and messaging implementation.

MarComm Implementation

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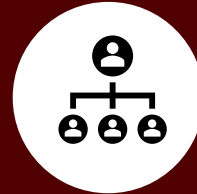
JULY - AUGUST



- Develop project prioritization, intake and approval matrix
- Audit websites and CMSs across the university
- Plan “Brand Hub” online portal (stores all brand assets in one location)
- Finalize organizational structure

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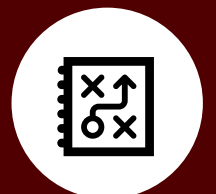
SEPT. – DEC.



- Training
- Division Roadshow
- Establish performance metrics/accountability standards
- Develop Division of MarComm Manual
- Revive Brand Council
- Policy/procedure review (i.e. media relations)
- Launch Brand Hub

REFINE

JAN. - MAY



- Create MarComm Advisory Board
- Evaluate and refine structure to support needs based on feedback
- Develop career paths
- Develop Division of MarComm strategic plan
- Create mechanism to communicate updates, successes, improvements, etc. with university leadership

OUTCOMES:

- Organizational understanding
- Streamlined structures
- Continuous improvement
- Renewed individual purpose
- Efficient operations
- Brand consistency



IT Proposed Actions



- **Action 1:** Align personnel/finalize org structure
- **Action 2:** Simplifying Helpdesk Requests
- **Action 3:** Streamline IT Purchasing
- **Action 4:** Implementation of Single Endpoint (Computer) Management Platform
- **Action 5:** Improved productivity, predictability and security through the Next Generation Aggie Network

IT Anticipated Outcomes



- Streamlined systems and points of contact – easier to know who to call
- Next Generation Aggie Network
- Better response time, security and customer satisfaction
- Easier and faster IT purchasing

IT Implementation

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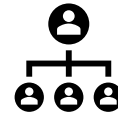
JULY - AUGUST



- Realign personnel and establish organizational structure
- Begin Phase 1 development of Next Gen Aggie Network

IMPLEMENT

SEPT. – DEC.



- Continue Next Gen Aggie Network Project
- Establish IT store
- Restructure service desk organization and process
- Begin developing the endpoint management process

REFINE

JAN. - MAY



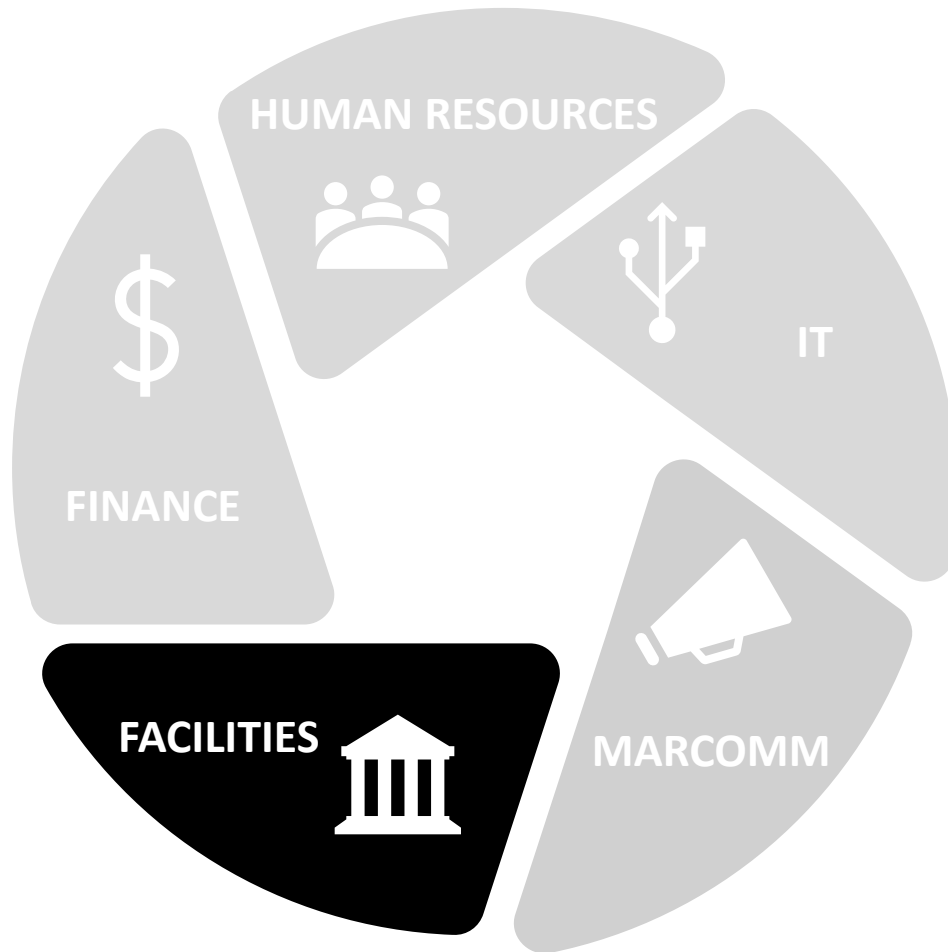
- Phase 2 of Next Gen Aggie Network
- Pilot roll out of IT store
- Transition people into new service desk structure
- Implement endpoint management and sunset duplicate systems

OUTCOMES:

- Streamlined clearer service
- Faster responses
- More reliable, flexible network
- Improved satisfaction
- Better network security
- Employee development



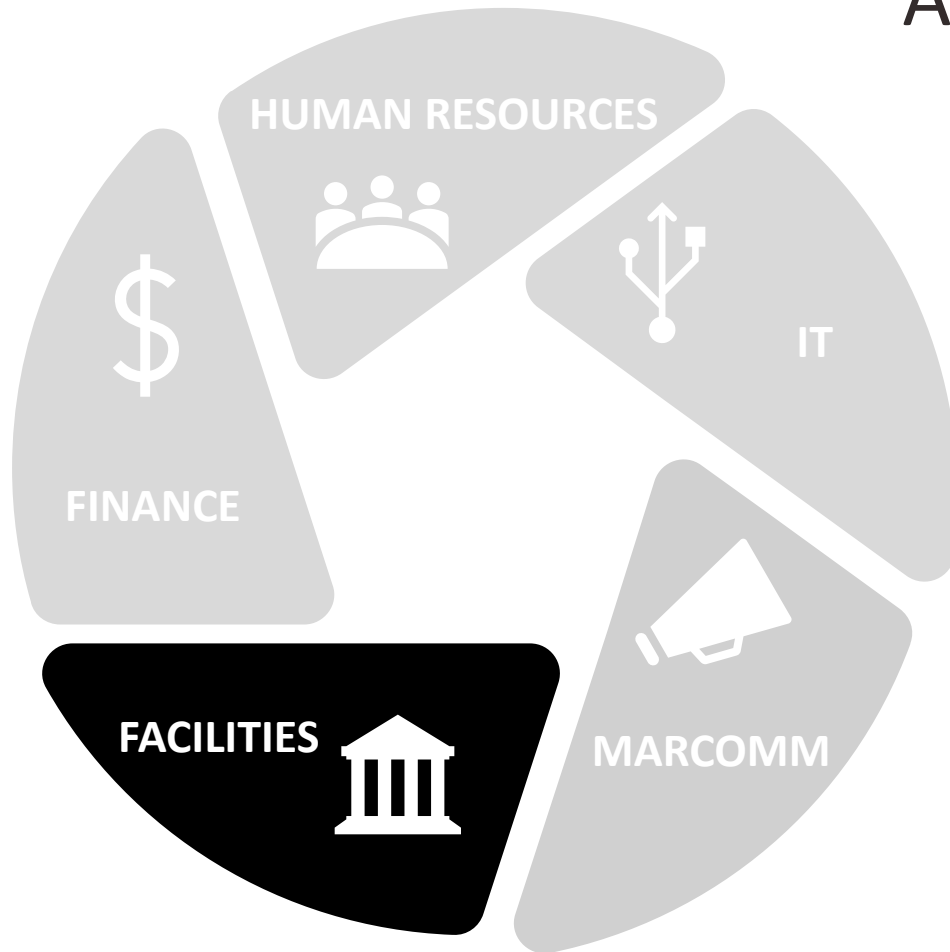
Facilities Proposed Actions



- **Action 1:** Align personnel/finalize org structure
- **Action 2:** Facility Management
- **Action 3:** Improved Maintenance Requests Response
- **Action 4:** Campus Planning, Design & Construction
- **Action 5:** Analytics & Mapping

Facilities

Anticipated Outcomes



- Increased quality of facility repairs, housekeeping and operational coordination.
- Professional support with planning, design and construction of all projects
- Robust space data and mapping services.

Facilities Implementation

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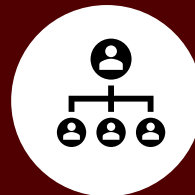
JULY – SEPT.



- Finalize organizational structure
- Facility Coordinator assignments for each building
- Space data and inventory transition to Archibus
- Establish Meridian document management system
- New project approval workflow
- Complete Academic moves across campus

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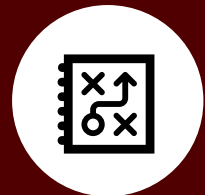
OCTOBER - JANUARY



- Review and revise existing policies and processes to support new organizational structure
 - Develop a professional development and training plan for Facilities Staff
- Facility Management**
- Facility Coordinators at 100% effort
 - Transfer control/management of AiM system to TAMU
 - Begin Phase 1 of Avigilon Access Control System
- Campus Planning Design and Construction (CPDC)**
- Create updated construction guidelines and standards
 - Full transition of project management to CPDC
- Facilities Analytics and Mapping**
- Reconcile all current floor plans with tabular data
 - Determine access controls and permissions in Archibus

REFINE

FEBRUARY - MAY



- Begin Phase 2 of Avigilon Access Control System
- Facility Management**
- Update new KPIs and metrics to manage building maintenance and inspections
 - Update deferred maintenance cycle and process
- Facilities Analytics and Mapping**
- Develop and deploy a new space inventory survey and report process
 - Establish data feeds with new system of record
- Campus Planning Design and Construction**
- Create/Update construction guidelines and standards

OUTCOMES:

- Efficient service and consistent quality for all facilities
- Professional career track for facilities staff
- Simple project request process
- Consistent design and construction results
- Collaborative data use across departments
- Data led decision making

Additional Areas of Focus

- College of Arts & Sciences
- School of Performance, Visualization & Fine Arts
- Libraries
- Journalism
- Bush School
- Student Health



What's Next:

- Ongoing communications/information sharing
- Implementation of changes outlined; measurement
- Continued posting of detailed information on ***Path Forward*** website
- President Banks' ***State of the University*** address on September 28, 2022
- One year assessment of the ***Path Forward*** initiatives to determine successes and challenges
- Committee including faculty and staff to provide feedback on successes and areas needing improvement

Note: Additional details available at pathforward.tamu.edu



Reflection/Questions

