Shared Services: An idea who’s time has come – but if we’re so smart how come we’re not rich?

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Shared vs. Centralized Services

Adapted from: “Shared Services – Adding Value to the Business Units” by Donnie S. Schulman, John R. Dunleavy, Martin J. Hammer and James S. Lusk, Copyright 1999
Potential Shared Services

- Finance and Accounting
- Human Resources
- Grants Management
- Information Technology
- Space and Laboratory Support
- Educational Support
Barriers to Shared Services

• Trust – will we get our share?
• Need to realign staff – change is hard
• Negative expectations – it didn’t work before
• The indivisibility of resources - inability to “harvest” savings from small reductions in workload
• We’re different – the variation in needs by discipline
• Faculty concerns