DIMENSIONS OF BUSINESS DECISIONS AT UIC

April 4
10:15 AM

Conference Sponsors: The Office of the Chancellor, Budget & Financial Administration / Human Resources, the Office of the Provost and Vice Chancellor for Academic Affairs, the Office of the Vice Chancellor for Research, and the Office of Business and Financial Services
Workshop Presenter

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Please ...

• Turn off cell phones.
• Avoid side conversations.
• Ask questions and make comments anytime.
• Sign the attendance roster.
• Complete the evaluation at the end of the workshop.
Workshop Objectives

• Understanding the environment in which we make decisions

• Introducing a decision making and leadership framework

• Practicing decision making in the context of 2 UIC Cases
Workshop Summary

Using real *UIC case studies*, we will explore decision-making frameworks used when addressing challenging issues within our *complex environment*. Balancing institutional policy and procedures, state and federal regulations and statutes, with the *needs and interests of various stakeholders*, requires a multi-dimensional perspective when engaging in business matters on a daily basis.
COMPLEX REGULATORY SPACE

- OBFS Policy
- University Policy
- School/College Policy and Protocol
- Board of Trustees General Rules and Bylaws
- State Procurement Code and other Illinois Statutes
- LAC Guidelines
- Federal Regulations
- Federal Agency policies (multiple)
Intricate Structure

Department Administration

College Administration

University Administration

System Administration

Board of Trustees Oversight
Many strategies to accommodate

- System-wide vision
- University strategy
- College tactics
- Department head objectives
- Professor requirements
Reframing Organizations Model

- Structural View (factory)
- Political View (jungle)
- Human Resources View (family)
- Symbolic View (theater)

Structural Considerations

• Rules & Policies
• Roles & Division of Labor
• Coordination of activities & Hierarchies

Problems result when coordination and control are misaligned
Political Considerations

- Power and Influence
- Coalitions and Alliances
- Persuasion and Negotiation

Conflict ensues when boundaries are unclear and perceptions of influence differ
Human Resources Considerations

- Individual needs / skills / competencies
- Harmony / cooperation
- Motivation levels / enthusiasm

Problems result when two-way communication and employee / organization needs are misaligned
Symbolic Considerations

- Culture and ritual
- Stories / myths / legends
- Symbols / heroes & heroines

Problems result when actions are ambiguous and meanings are unclear
• Deploy Shared Services in my unit – to do or not to do?

• I want what I want when I want it ... can I have it?
Conversations about shared service models are everywhere – does it make sense for my unit?

- Structural
- Political
- Human Resources
- Symbolic View

During times of scarce resources we all search for ways that we can do more with less. One of the options that is very popular today is to move to a shared service model to gain efficiencies, but is it effective for you?
I want what I want when I want it ... can I have it?

Every day we encounter requests that seem to be outside the norm and are told that fulfilling the need is “mission critical”.

How do we satisfy the need within the context of our complex environment?

- Structural
- Political
- Human Resources
- Symbolic View
Questions / Concerns?