UIC UNIVERSITY OF ILLINOIS AT CHICAGO

Developing Professional Excellence

2ND ANNUAL
BRINGING ADMINISTRATORS TOGETHER CONFERENCE

Key Issues/Organizational Changes

John Loya, Vice Chancellor for Human Resources

Larry Danziger, Interim Vice Chancellor for Research

Heather J. Haberaecker, Executive Assistant VP for Business & Finance

UIC Human Resources

John Loya

Vice Chancellor for Human Resources

Institutional Challenges

- Decreased state funding
- Increased demand for access to higher education
- Increased stakeholder accountability
- Shifting demographics
- Rapid technological advances
- Decreased buying power of federal and state financial aid
- Changing models for delivery of higher education
- Aging infrastructure
- Healthcare competition intense

Current State HR

Systemic Barriers to High Performance

- Rules driven HR system

- BANNER HR

- Work fragmentation and role confusion in HR generally

- Defensive, risk averse employment culture

Programmatic Barriers to High Performance

- Performance and rewards not aligned

- Uncoordinated employee and labor relations strategies

- Complex HR processes inhibit greater productivity

- Disjointed approach to talent acquisition and retention
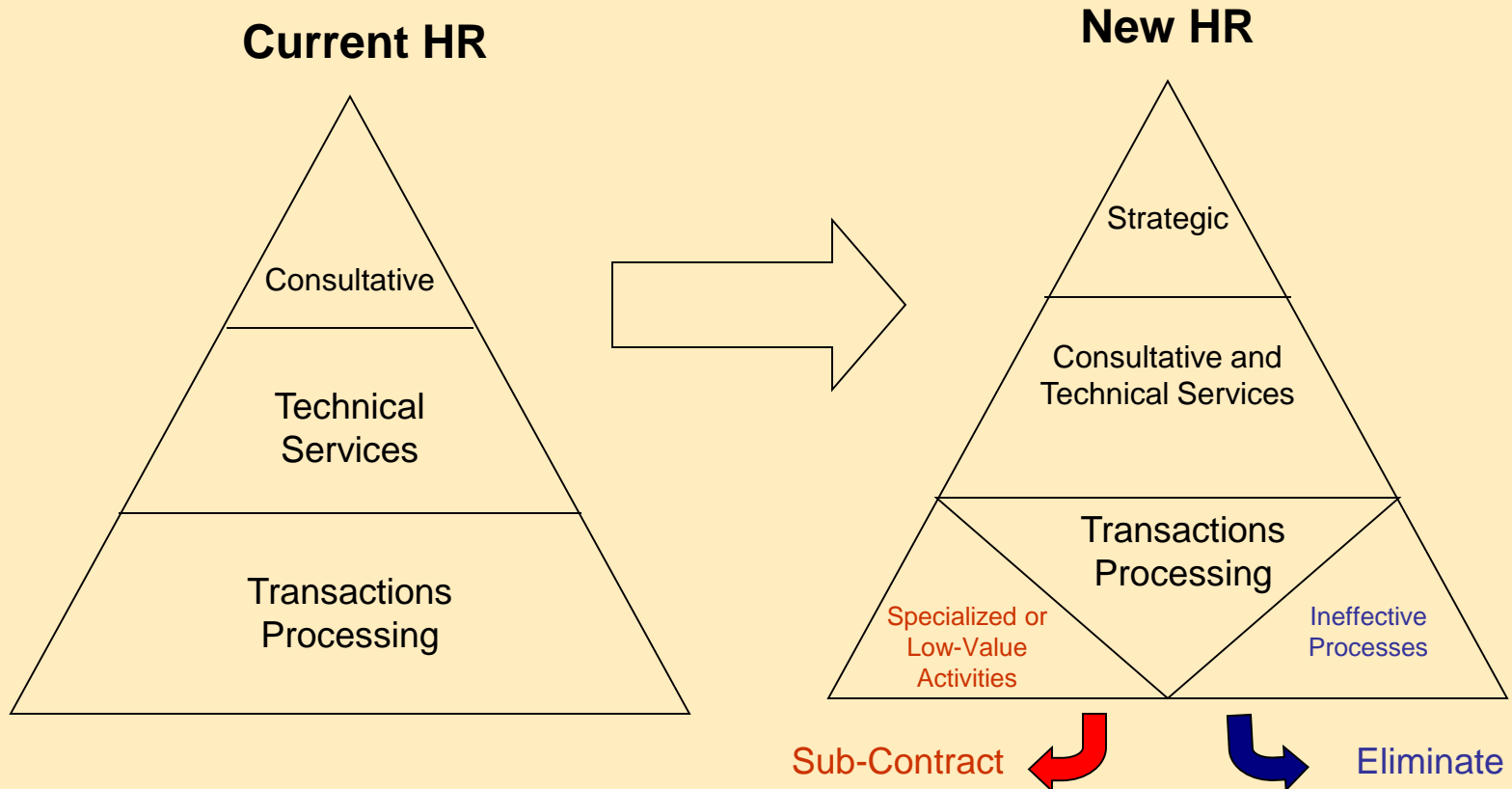
Implications for HR

Changing Workforce Demographics
- Declining workforce growth
- Aging of workforce
- Women, dual career families, single parents
- Increasing ethnic diversity
- Influence of globalization
- Work, restructuring and stress

New Demands on HR
- Addressing barriers to organizational high performance
- Leadership development
- Workforce development and configuration
- Organizational adaptability
- Human capital strategies

Challenges Before Us Suggest a Significant if Not Radical Change in How HR Does Business

Current HR

- Consultative
- Technical Services
- Transactions Processing

New HR

- Strategic
- Consultative and Technical Services
- Transactions Processing
  - Specialized or Low-Value Activities
  - Ineffective Processes

Sub-Contract

Eliminate

Guiding Principles

• Evolution to high performance HR organization will require departure from status quo and development of new skills/competencies within the HR organization

• Need for administrative cost controls will continue to influence HR business models and will require new approaches to HR cost management/financing

• The HR service delivery model must acknowledge the distinct strengths and weaknesses of the HR network and provide for UIC HR support of the network

• HR service delivery model must allow for development of collaborative and synergistic HR strategies across the campus

• Service excellence should be a priority goal across the range of HR products and services across the network

UIC HR Initiatives

- Banner HR Front End

- HR Network at UIC

- AP HR Program

- Redefine/Redirect Labor Relations

- Workforce & Talent Planning

- Process Improvements
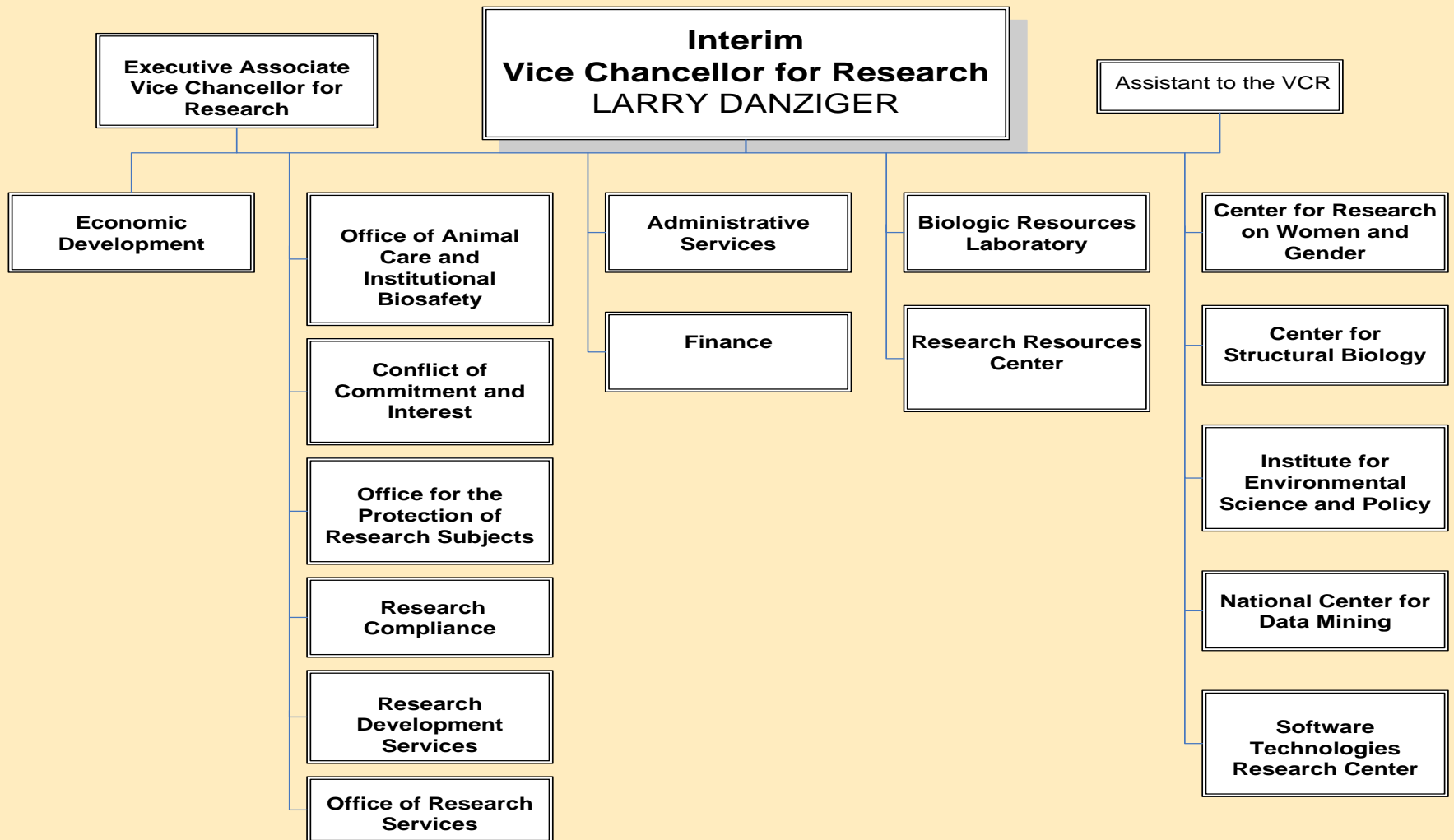
- Civil Service Reform

Office of the Vice Chancellor for Research

Larry Danziger, PharmD
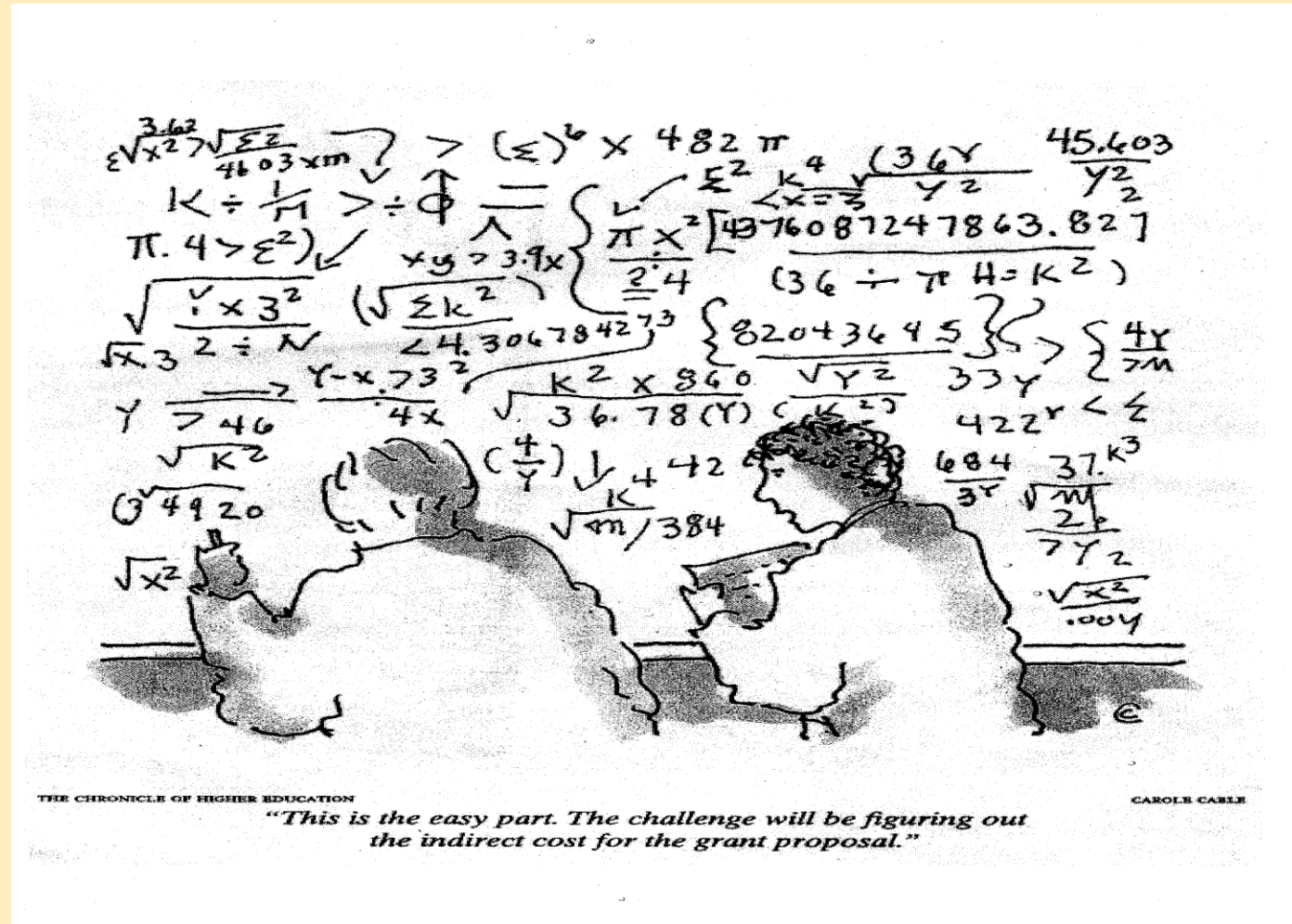
Interim Vice Chancellor for Research

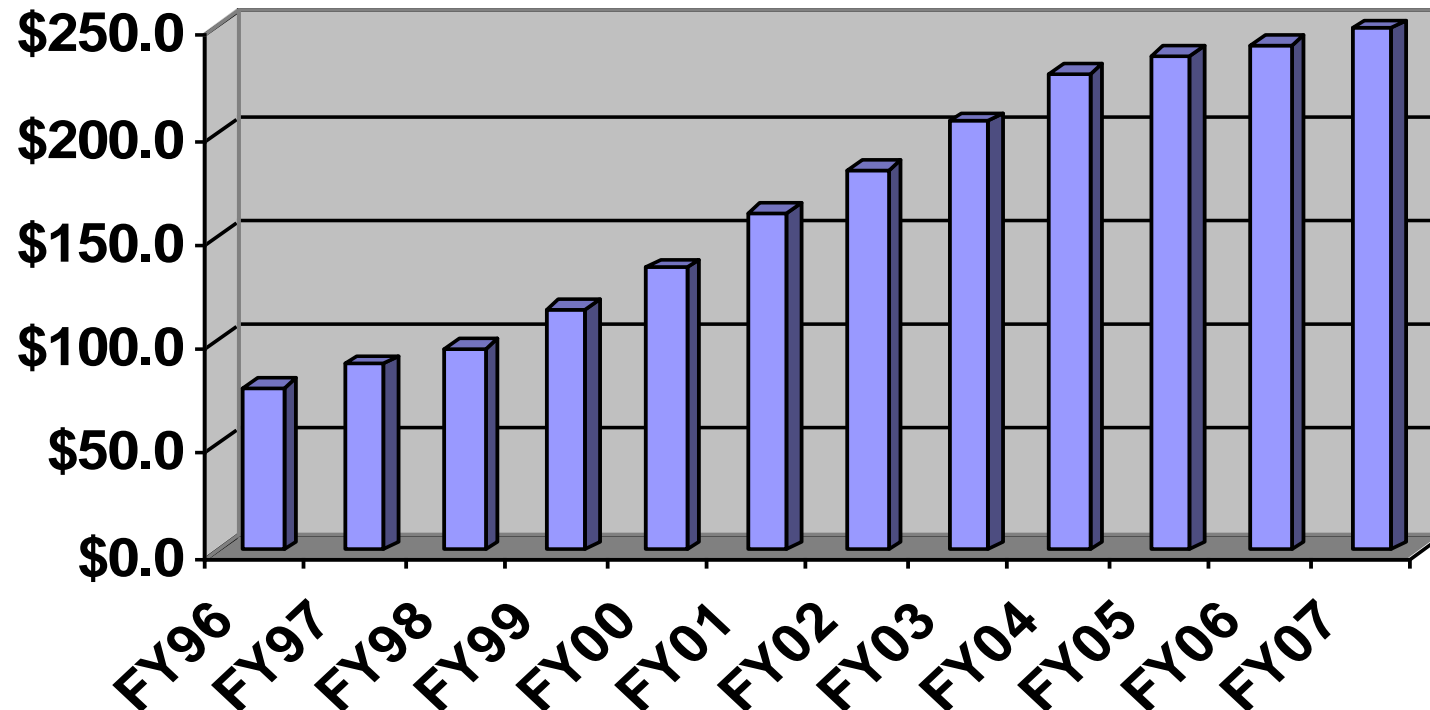**OVCR can be found in AOB, 1737 W. Polk St., on the 2nd and 3rd floors.**

ORGANIZATIONAL CHART

Demystifying the IRB Process

"This is the easy part. The challenge will be figuring out the indirect cost for the grant proposal."
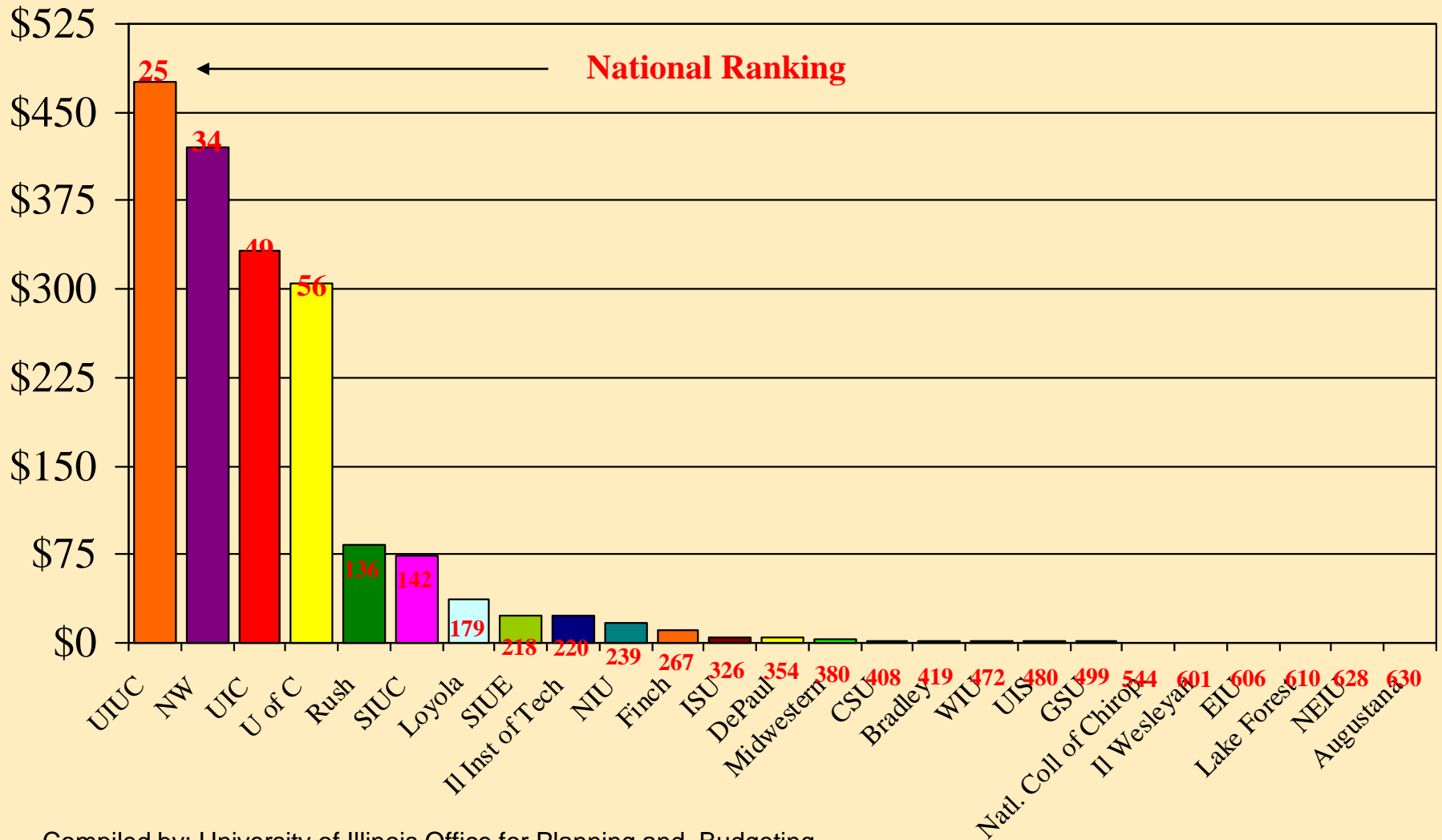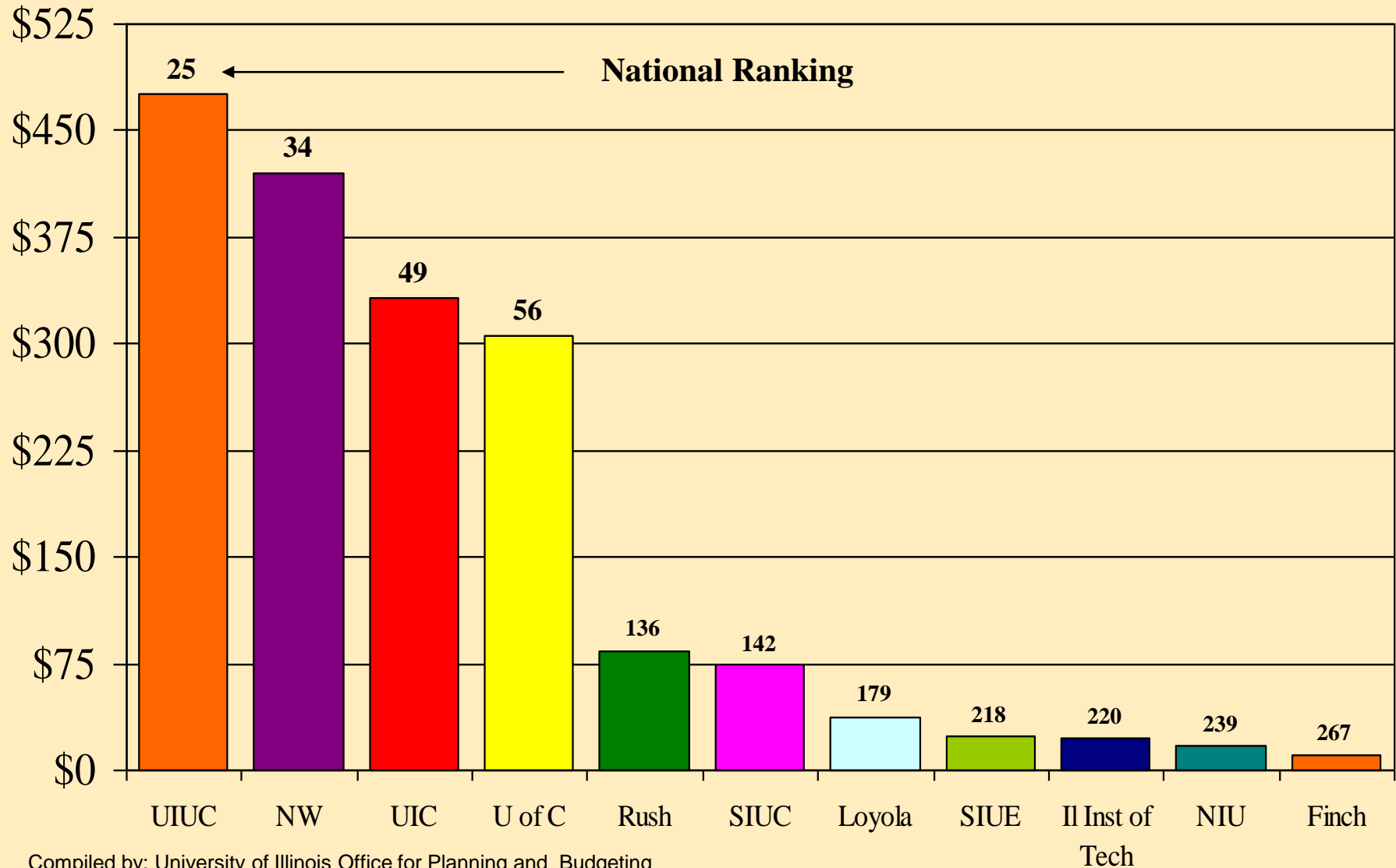
Demystifying the ORS Process

Grant and Contract Research Expenditures
FY96-FY07
(Expenditures in Millions of Dollars)

Total R & D Expenditures FY 2006 (Dollars in Millions)

Compiled by: University of Illinois Office for Planning and Budgeting
Source: NSF

Total R & D Expenditures FY 2006 (Dollars in Millions)

Bar chart of Total R & D Expenditures FY 2006 with National Ranking labels:

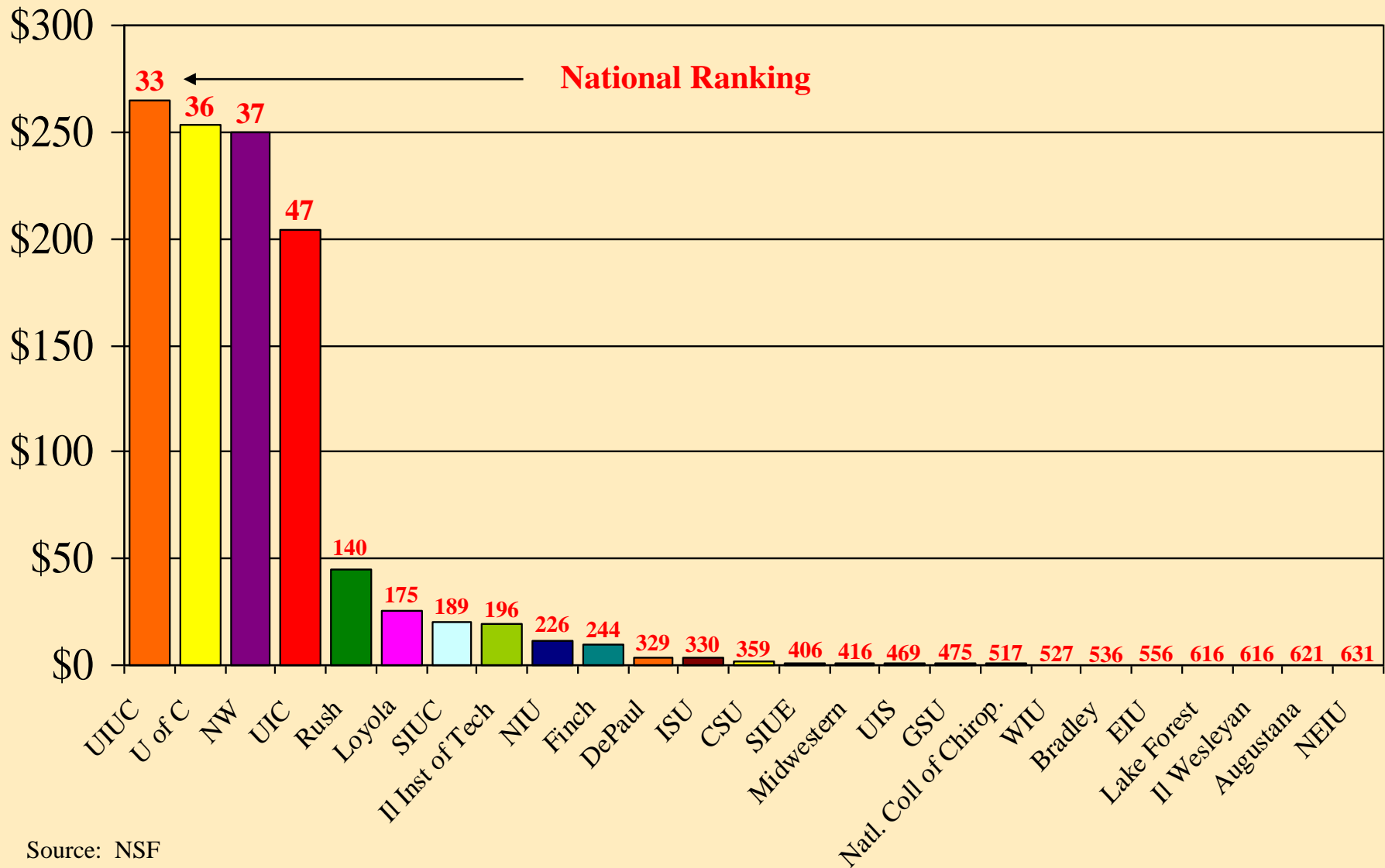| Institution	Expenditure ($M, approx)	National Ranking
UIUC	~475	25
NW	~415	34
UIC	~335	49
U of C	~305	56
Rush	~82	136
SIUC	~75	142
Loyola	~40	179
SIUE	~27	218
Il Inst of Tech	~27	220
NIU	~20	239
Finch	~12	267

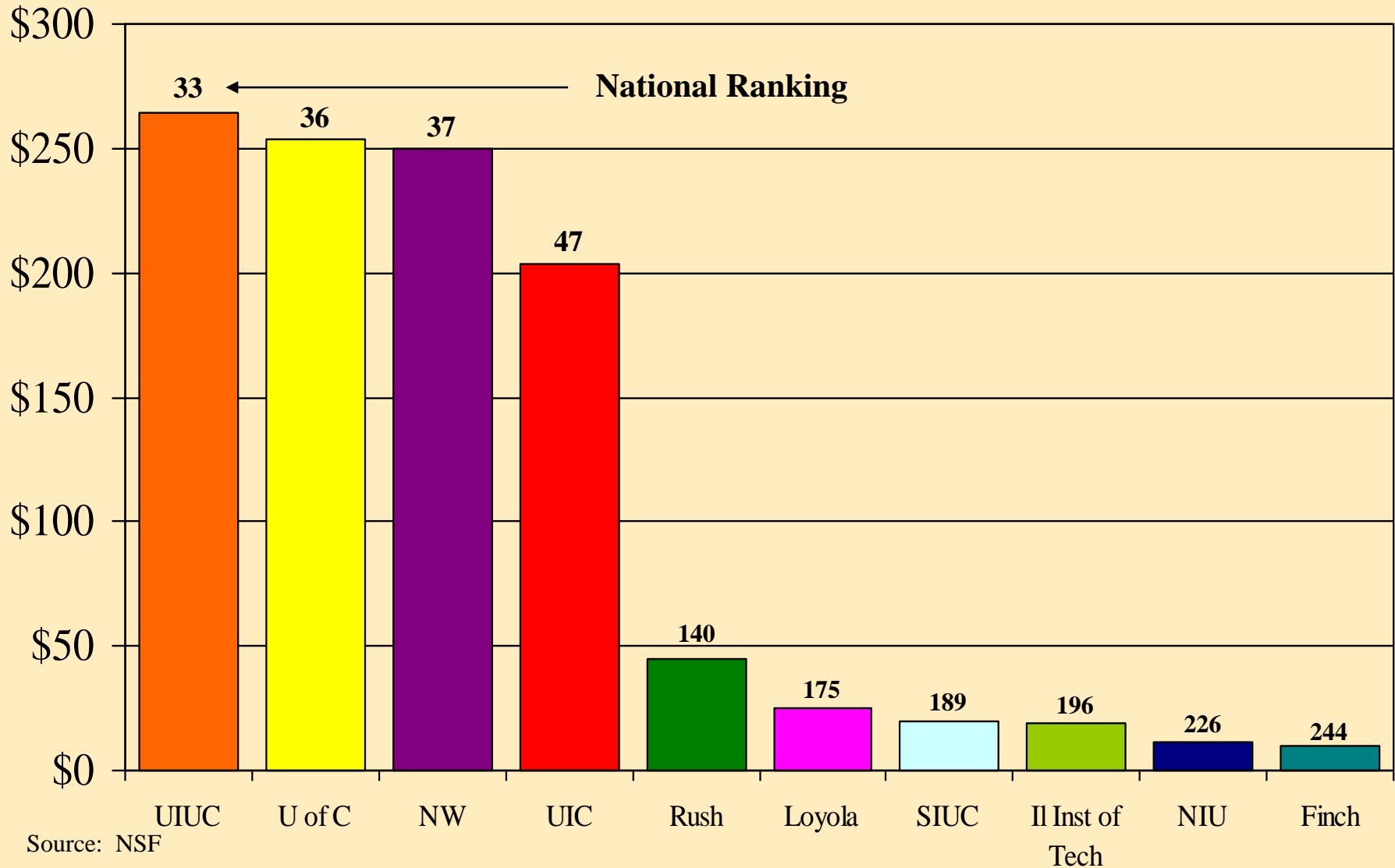Compiled by: University of Illinois Office for Planning and Budgeting
Source: NSF
Note: Does not include Illinois institutions with less than $10 million in expenditures.

Federal R & D Expenditures FY 2006 (Dollars in Millions)

Federal R & D Expenditures FY 2006 (Dollars in Millions)

Institution	Expenditures	National Ranking
UIUC	~$265	33
U of C	~$253	36
NW	~$249	37
UIC	~$204	47
Rush	~$45	140
Loyola	~$25	175
SIUC	~$19	189
Il Inst of Tech	~$19	196
NIU	~$11	226
Finch	~$9	244

Source: NSF

Note: Does not include Illinois institutions with less than $5 million in expenditures.

Major Issues Facing the Office of Business & Financial Services

Heather J. Haberaecker

Executive Assistant VP for Business & Finance

Environmental Context

- Intense competition for resources within U of I

- Pressures to reduce administrative costs

- Brain drain due to large number of upcoming retirements

- Ability to offer competitive salaries in the Chicago market

- Increased federal regulation of research even if research dollars stabilize or decline

- How to make better use of technology to enhance performance

Four Overarching Themes

- Improving customer satisfaction with OBFS services

- Exploring various organizational models for delivery of services

- Leveraging technology to work smarter vs. harder

- Helping users achieve more integrated and robust financial and human resources reporting solutions

Improving Customer Satisfaction

- Improve OBFS staff training and performance

- Improve procurement services by having the Purchasing staff add greater value in the procurement process

- Provide new employee orientation to OBFS services

- Deliver training in formats most conducive to user's needs

Exploring Various Organizational Models

- Determining the best UA/campus organizational model (s) to support the needs of the research community to enhance compliance, support efficient/effective administrative activities and reduce rework (finance/hr silos)

- Graduating revenue contracts into a new business development services office to ensure sound business plans underpin the activity and timely responses are received

- Improving the internal control environment and determining whether new organizational models are needed to achieve compliance for small departments

Leveraging Technology

- Reducing the use of paper forms and moving to electronic forms and systems to make work easier

- Making greater use of the iBuy system (and less use of P-Cards) as more cost effective iBuy contracts become available

- Providing OBFS staff with tools to improve service to customers

- Streamlining the invoicing and vendor payment process through electronic settlement and saving big $$$'s

Achieving Better Financial and HR Reporting Solutions

- Established Chicago Campus Finance Prioritization Committee to help facilitate reporting solutions

- Co-sponsored survey of reporting end users to determine use of current reports and to document unmet needs

- Town Hall meeting in April to review the role of the Committee and the survey results in more detail