

March 16, 2015

Dear Colleagues:

I am writing to share exciting news regarding organizational realignments within Business and Administrative Services' (BAS), that are transforming our operations and increasing our effectiveness in supporting UCR's teaching, research, public service, and patient care mission.

UCR's path to preeminence is a call to action for all stakeholders to re-examine our value proposition to the campus and reimagine excellence in all corners of the University. BAS is answering the call by reevaluating all administrative and operational functions to:

- Ensure service alignment with institutional priorities, values, and industry best practices
- Improve the campus customer/client service experience
- Eliminate duplications of effort, redundancies, and waste
- Create synergies and opportunities for collaboration across service functions
- Attract, retain, and develop a highly competent and engaged workforce
- Implement enabling technologies and LEAN business processes
- Prioritize institutional responsibilities for safety and risk management
- Increase transparency and gain support regarding resource costing methodologies
- Become "The Benchmark" of administrative and operational efficiency in higher education

Acting with integrity in all that we do and engaging "Our People" are the foundational principles of our business strategy, upon which performance excellence concerning "Our Processes", "Our Resources" and "Our Customers/Clients" can be achieved.

While our efforts are ongoing and will unfold in a multi-phased approach over time, the organizational realignments described below, along with the attached organizational chart, reflect "Phase 1" of BAS' planning efforts to date.

- **Establish Organizational Excellence as a Strategic Goal:** An Organizational Excellence (OE) function will be established within the office of BAS' Associate Vice Chancellor/Chief Financial and Administrative Officer, to support BAS' strategic initiatives (e.g., Leadership Development, Balanced Scorecard, Activity Based Costing, Lean, deep-dive reviews of service activities, and implementation of Client Relationship Management methodologies/ technologies).
- **Reimagine BAS Shared Services:** The business model for BAS Shared Services has been modified to closely align with industry best practices, with service offerings to include only repetitive, higher volume transactional services that are common to most units. Furthermore, BAS has consolidated its three separate shared services operations (BAS Shared Services, BAS IT and Facilities, Transportation and Safety Service Center) into one unit. Importantly, the business architecture of the emerging unit will expand and scale to accommodate the service requirements of campus units beyond BAS. As a perfect example of our ability to respond to the needs of other campus units, BAS Shared Services is providing payroll and onboarding services to UCR's Library.

- **Leverage Administrative Support Infrastructure – Physical Plant and Architects & Engineers:** Programmatic financial and administrative support services unique to these functional areas have been consolidated under one administrative unit. Higher volume and routine transactional services are provided by BAS Shared Services.
- **Implement a “Procure to Pay” Business Model:** Purchasing, Equipment Management and Business Contracts functions have transferred to the Financial Services Unit management structure. This is a best practices model that aligns with Office of the President’s finance, procurement and business contracts structure. To further optimize the delivery of services through synergies, these functions will be relocated to the Intellicenter (UC PATH Center building), along with the Financial Services Unit. Moves are scheduled in early April; further announcements will be forthcoming soon.
- **Prioritize Environmental Health & Safety (EH&S) Program Development:** EH&S became a direct report of the BAS Vice Chancellor, with a narrower scope of responsibility to focus on compliance programming, especially laboratory safety.
- **Optimize Business Support, Transportation & Parking and Fleet Services:** Printing & Reprographics, Mail Services, Logistics Services (Storehouse), Transportation & Parking and Fleet Services have transferred to the BAS Associate Vice Chancellor/Chief Financial and Administrative Officer’s management structure. Positioning the units under this structure will enable deep-dive reviews that explore alternative business models which streamline processes, improve services and reduce operating costs.
- **Integrate Enterprise Risk Management Functions:** Risk Management, Business Continuity Planning, and Emergency Management will be combined within a new Enterprise Risk Management Unit, and will be led by a Director reporting directly to the BAS Vice Chancellor. This consolidation provides a focused and integrated approach to addressing critical campus preparedness programs and activities.

Again, the organizational realignments referenced above represent “Phase 1” of BAS’ planning efforts which began anew early this fiscal year. I will keep you apprised of our progress, as we continue to reimagine and improve our operations and invite you to share your opinions about how we are doing by participating in a survey concerning our services which will be coming to you in late April. Your responses will help us to establish a baseline, from which we can gauge our progress in improving service delivery in the years to come.

Sincerely,



Ron T. Coley  
Vice Chancellor, Business and Administrative Services