

Sent on behalf of Dean Haricombe:

Colleagues,

This edition of Monday Musings includes a strategic planning update, an announcement regarding WEST, news from the Changing for Excellence front, and a few other pieces of information. I invite your feedback—please feel free to reply with questions or comments.

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STRATEGIC PLANNING

As we wrap up two weeks of library-wide discussions regarding the current draft of our new strategic plan, I would like to thank you for your input at this critical juncture. Based on the thoughts and recommendations you shared, the strategic planning steering committee will revise and refine the plan for the next stage of the process.

Our steering committee meeting today was dedicated to additional discussion regarding goal three, and now we will work with the Office of Communications and Advancement and Dean's Council Exec to further refine the document. Once that work is complete, I look forward to sharing the revised draft with our external stakeholders and partners.

If you have any questions about the next phases of the project, please feel free to contact Jen Church-Duran or Rebecca Smith.

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WEST ANNOUNCEMENT

In 2011, the University of Kansas became a participating member of the Western Regional Storage Trust (WEST). Funded through a three year grant from the Andrew W. Mellon Foundation and further supported by membership fees, the WEST project provides a distributed, shared-print repository program for retrospective journal archives, serving more than 100 western and mid-western research, college and university libraries.

Under the WEST program, participating libraries will consolidate print journal backfiles at major library storage facilities and at selected campus locations. Planning partners developed an operating and business model including 1) selection priorities based on risk-management principles, 2) standards for validation, holdings disclosure, access and retention, and 3) a governance model and sustainable financial plan to share costs.

KU Libraries recently accepted the invitation to participate in the WEST program as an archive holder/builder. An archive builder proactively assembles print journal holdings from various libraries, validates them and discloses them. Once the backfile for a journal family is built, the archive builder becomes an archive holder for that journal family.

KU Libraries' participation as an archive builder will begin this summer. We will receive some funding from WEST to support this initiative, and we will have responsibility for the archive creation of approximately 160 journal families.

Further details about the WEST Program and KU's participation in the project will be provided at a future staff meeting. If you have any questions in the meantime, please feel free to contact Mary Roach.

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IT WORKSTATION SUPPORT UPDATE

As I mentioned at the May All-Staff meeting, plans are underway to locate the IT Workstation Support (ITWS) staff within the Libraries. ITWS will provide departmental workstation support, technical liaison service and technical consulting. Services will include configuration for departmental desktops, laptops and other devices.

We are seeing significant progress in finalizing the agreement regarding this arrangement. Mark Brentano, Janice Wagner and Beth Huffaker, IT workstation staff currently assigned to the Libraries, will move into Watson as soon as network connections can be added, likely within the next three weeks. The IT staff will be located in the area just inside the front door of the Cataloging Department; as such, some cataloging workstation relocation will happen soon in order to provide space for the IT staff.

Stayed tuned for more information about the timeline for this move.

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CHANGING FOR EXCELLENCE

As I have previously noted, the libraries are not officially part of phase three of Changing for Excellence. However, we do continue to track our progress in four main areas, including construction of a new library annex, fines and fees, cross-campus collaboration and library staffing. You can read our twice-monthly updates at <http://cfe.ku.edu/libraries/>, and you can also learn more about the campuswide project by reading the email from Diane Goddard below. If you have any questions about Changing for Excellence, please contact your AD.

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DASEE AWARDS

Last week, I was pleased to present two awards to two outstanding student employees. Our two winners were Evgeny Grishin and Claire Dooley.

Evgeny is a student employee in the International Area Studies unit in Watson. As a doctoral student in history and a native Russian, Evgeny brings an impressive collection of Russian intellectual, linguistic, and cultural knowledge to his work. Claire works in the Office of Communications & Advancement as a graphic design intern. Claire is a talented artist, and she embraces the organization's missions and initiatives as her own.

Please join me in congratulating our winners thanking Sean Barker and the many staff and faculty volunteers who coordinated the picnic in honor of our students.

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BEST IN SHOW

ALA's Library Leadership and Management Association awarded KU Libraries' Office of Communications and Advancement "Best in Show" for the campaigns category of the 2012 Public Relations and Marketing Section competition. Rebecca Smith, Courtney Foat, Sarah Kanning and Claire Dooley received the award for the 2011 LibArt campaign. The team also received an honorable mention for the new faculty services brochure, which includes inserts promoting the Center for Digital Scholarship and open access. Several hundred entries in each category were judged on content, originality, design format and effectiveness, by a team of experts in public relations and marketing. Congratulations!

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That's all for this week. Thanks, everyone!

Lorraine

Begin forwarded message:

From: "Goddard, Diane Hoose" <dgoddard@ku.edu>

Date: March 23, 2012 12:20:02 PM PDT

To: "Anderson, Danny J." <djand@ku.edu>, "Audus, Kenneth L" <audus@ku.edu>, "Bell, Stuart R" <sbell@ku.edu>, "Bendapudi, Neeli" <neeli@ku.edu>, "Brill, Ann M" <abrill@ku.edu>, "Clark, Robert M." <rmclark@ku.edu>, "Durham, Tammara L" <tdurham@ku.edu>, "Gaunt, John C" <jgaunt@ku.edu>, "Ginsberg, Rick" <ginsberg@ku.edu>, "Haricombe, Lorraine J" <ljharic@ku.edu>, "Heilke, Thomas W" <heilke@ku.edu>, "Hummert, Mary Lee" <mlhummert@ku.edu>, "Kondrat, Mary Ellen" <maryek@ku.edu>, "Mazza, Stephen W" <smazza@ku.edu>, "Melvin, Matt" <mattmelvin@ku.edu>, "Rodriguez, Fred" <fredrod@ku.edu>, "Rosen, Sara Thomas" <rosen@ku.edu>, "Teeter, Deborah J" <deb-teeter@ku.edu>, "Walzel Jr, Robert L" <Robert.Walzel@ku.edu>

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Subject: Changing for Excellence - Activities Update

******Sent on behalf of Diane Goddard, Vice Provost for Administration & Finance******

Colleagues –

I have been remiss in keeping you up-to-date on Changing for Excellence activities. To remedy that oversight, I want to summarize our activities so that you can answer questions that may come to you from staff. Each of the Changing for Excellence (CFE) initiatives has its own website at <http://cfe.ku.edu/index.php>. We are also updating the “News” section on all initiatives every two weeks; so please let staff know about this important and easily accessible resource.

I look forward to meeting with you on April 12th (repurposed academic council meeting) to discuss this further. In addition – I am happy to come to your location as often as you like to talk with your staff about any of these initiatives, to provide initiative updates, and to answer any questions.

I have provided summaries for five of the initiatives via the following shortcut links (or by scrolling down) which I think are particularly important to address here.

- [Business Centers](#)
- [Facilities](#)
- [Human Resources](#)
- [Procurement & Sourcing](#)
- [Technology](#)

Please don't hesitate to contact me for any clarification needs. I hope you find this update useful and that you will share the information with your staff.

Thanks,
Diane

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Changing for Excellence shortcut summary:

Business Centers

As part of the Changing for Excellence initiative, regional business centers will be implemented on the Lawrence campus to process financial and human resource transactions that are currently managed at the department level. Information technology support will likely be integrated into the business centers. This initiative is just beginning to get underway and will likely begin with the implementation of a mini-HR business center to coincide with the implementation of the new HR system.

This HR business center will facilitate Faculty/Staff/Student recruitment and employee onboarding tasks for all schools. The business center will be staffed with employees that are currently serving as hiring managers in departments on campus. A steering committee of key stakeholders has been formed to plan the HR business center (members: Angie Loving (HR), Jason Hornberger (Provost Office), Mike Broadwell (Library), Karla Williams (Business), Kip Grosshans (Student Housing), and Huron staff).

There are many interdependencies between business centers, technology initiatives and the human resource CFE business cases. The business center workgroup identified the following high-level timeline:

- Between now and the end of the 2012 calendar year, we will design and implement a “mini” HR business center to simplify and expedite recruitment and onboarding activities. We will also form implementation teams for (full-scope) business centers; review and redesign key business processes; develop a model for the KU business center pilot; and identify and select employees to staff a pilot business center.
- During the first quarter of 2013, we plan to finalize governance and organization structure; finalize new processes and positions; establish baseline business measures (KPIs); and implement the first pilot business center.
- From April 2013 to mid-2014, we will assess the pilot business center; evaluate the KPIs utilized; develop a full implementation plan; and implement the remaining business centers.

Updates are available at <http://cfe.ku.edu/business/news.php>.

[\(Return to main message...\)](#)

Changing for Excellence shortcut summary:

Facilities

The merger of Facilities Operations and Student Housing maintenance and custodial staff will be finalized in the coming weeks. The merged organization will be called Facilities Services. Vince Avila, who has been serving as Interim Director of Facilities Operations, will serve as interim director of the new organization while a national search is conducted. Vince's leadership during this transition is greatly appreciated, and I know he will continue to excel until a permanent Director of Facilities Services is named.

Facilities Services will place increased focus on preventative maintenance. To facilitate these efforts, campus will be divided into zones with both maintenance and custodial staff assigned to the zones. The zone locations will minimize the travel time for staff, and will be designed, staffed, and equipped to perform most routine and preventative tasks from the zone location.

Service level agreements (SLAs) are in development to formalize the level of services to be performed by Facilities Services for Student Housing. SLAs will also be developed for other campus facilities to ensure departments are aware of the service levels, and the frequency of services, they will receive. The SLAs will allow departmental staff to hold the zone staff accountable for the service level provided. In addition, SLAs will provide zone management a tool to perform quality control and personnel evaluations. Zone supervisors will be charged to meet with departmental staff on a frequently scheduled basis to confirm needs are being met.

For information specific to Facilities, visit <http://cfe.ku.edu/facilities/news.php> .

[\(Return to main message...\)](#)

Changing for Excellence shortcut summary:

Human Resources

All attention is currently focused on the HR/Payroll system reimplementation with the Medical Center, which has a go-live date in July 2012. This effort includes the review and updating of all HR business, recruitment, on-boarding, position management, time and leave, absence management, and performance management processes with the intent of streamlining all processes and removing barriers to efficiency. We are in the process of moving all EO functions over to the new Institutional Opportunity and Access Office, which reports to the Vice Provost of Diversity and Equity.

- **Recruitment/Onboarding:** Functionality of PeopleSoft Talent Acquisition Management (TAM) will be used along with the implementation of mini-HR business center and revised business processes to simplify and expedite recruitment and onboarding activities. Business processes are also being aligned with the KUMC campus to establish common practices. Oversight of equal opportunity factors during the recruitment process will be focused on areas of underutilization, while post-recruitment audits will also be made periodically. Offers will be made to—and accepted by—job candidates electronically, with consolidated offer letter information. The use of business service centers is being considered to assist with the recruitment and onboarding processes. Data collected during the recruitment process can be carried forward to expedite the payroll appointment process. Workflow options are being investigated to expedite the onboarding process. Student hourly recruitment and hires will be coordinated in TAM by HR, rather than by the University Career Center. By Spring 2013, GTA/GRA/GA recruitment and hires will be coordinated in TAM, eliminating the existing paper review process. All new hires, including student employees, will be subject to background checks.
- **Compensation:** HR will hire a compensation analyst to coordinate a review of staff positions and their compensation relative to the market. A comprehensive compensation study will be conducted in the fall with the

assistance of consultants to establish a baseline for the future management of salary ranges as aligned with the market.

- **Performance Management:** Electronic systems for performance management will be investigated to identify best practices and a system to enhance our performance appraisal methodologies. A policy change will establish a probationary period for unclassified professional staff. Metrics will be developed to track the savings resulting from termination of marginal performers.
- **Professional Development:** Professional development activities will be increased in order to retain and support talent and leadership at all levels of the university.
- **Time/Labor Module:** This new HR/Pay module provides for electronic reporting of hours worked for all hourly (non-exempt) employees. The record of hours worked will be electronically routed via workflow to an employee's supervisor for approval. After the supervisor has approved the time worked, the hours will be electronically transmitted for payroll calculation purposes. A delegate may be assigned to approve time worked in the absence of a supervisor. Authorized reviewers can make corrections to time reporting errors.

There will be three methods for hourly (non-exempt) employees to report hours worked: electronic time sheet, web clock, and time collection devices (TCDs). Use of the electronic time sheet and web clock allows for recording of hours from any device that can connect to the internet. ALL employees must have an online ID registered with KU Information Technology in order to report time worked and leave taken.

The type of employment category will determine which time reporting method will be used by an employee. Student hourly employees will use either a web clock or a TCD. Hourly employees who are eligible for shift differential, call in-call-back, and/or stand-by must use TCDs or a web clock. All remaining hourly employees will use electronic time sheets.

The electronic time sheet is very similar to the existing paper time sheet. An hourly (non-exempt) employee can enter actual hours worked into the system time sheet on a daily or weekly basis. The web clock will require an hourly (non-exempt) employee to key clock-in/-out. It is anticipated most employees will use their computers at work to record time worked for these two time entry methods.

The TCDs will be used at the work site to record hours worked. The TCDs are more like "time clocks," although they are connected to the system via the network. Hourly employees will clock-in/-out by using a proximity card or a biometric fingerprint.

More details are available at <http://cfe.ku.edu/hr/>.

[\(Return to main message...\)](#)

Changing for Excellence shortcut summary:

Procurement & Sourcing

- **Procurement:** Work is underway to fully interface KUPPS Purchase Orders into PeopleSoft. This will allow KUPPS commitments to be in DEMIS and allow visibility into departmental financial commitments at the time of purchase instead the current process in which most commitments are not visible until payment is being made.

Work is also underway to synchronize the PeopleSoft and KUPPS vendor databases. This will allow KUPPS purchase orders to be issued to all vendors available in PeopleSoft and not just the few hundred contract vendors that are available in KUPPS today.

- **Strategic Sourcing:** Current activities are focused on wrapping up three new contracts that will provide significant levels on one-time financial incentives as well as on-going product cost savings for campus departments. A primary office supply contract and a primary scientific supply distributor contract are nearing completion following rigorous Request for Proposal processes. A new contract with Dell is also nearing completion. The new Dell contract will offer material savings on a suite of standardized desktop and notebook computers. The standards were established by a committee of departmental IT staff, staff from central IT, as well as representatives of KU Purchasing Services; and were designed to meet the needs of at least 80 percent of the campus. A second wave of projects about to commence includes the subject matters of Maintenance, Repair and Operations and IT Distributors.

Updates on procurement and strategic sourcing are at <http://cfe.ku.edu/procurement/news.php>.

[\(Return to main message...\)](#)

Changing for Excellence shortcut summary:

Technology

KU's Information Technology is currently implementing the following Changing for Excellence initiatives, with specific updates as follows.

- **Server Centralization and Virtualization:** Work with department technical staff to centralize the nearly 600 departmentally managed servers across campus. Servers will be either physically moved, or hosted on a shared server at the Computer Services Facility. The benefits of this initiative include better security to protect data, improved backup and disaster recovery capabilities, reduced equipment and management costs, and recapture of physical space in department buildings.

The team is currently focusing on final process improvements related to server registration and tracking. Networking equipment required to fully implement the new virtual hosting platform has been received.

- **Reorganize & Redefine Decentralized IT Staff:** Develop and implement a new technical support service model based on centrally managed virtual teams. In this model, departmental technical staff will physically remain in the areas they support and continue to address day-to-day operations. Departmental technical staff will directly report to the centrally managed teams to take advantage of existing solutions while planning growth for all of KU. Dotted line reporting to department heads will be retained. The benefits of this initiative include better and more consistent technical support; improved access to specialized expertise across departments; and cost savings for departments and the University in areas of purchasing and consistent solution recommendations.

The project team has been selected and recently held its kickoff meeting. A search is open for a Director of Support Services who will oversee the implementation of the workstation support reporting lines. (Second round interviews will take place the week of March 26.) KU IT has already worked with leadership within the School of Business and Student Success and is in the process of transitioning these units to a centralized model. IT is now engaging RGS Administration and Finance & Administration for the next round of transitions.

- **Increased Usage of Multifunction (print, copy, scan, and fax) Devices:** Encourage the use of multifunction devices (MFDs) that can print, copy, scan, and fax. Initially rolled out across campus in 2010, the MFDs have not been widely adopted. Information Technology is developing a replicable plan to transition users away from desktop printers; publicizing benefits and MFD "bright spots" across campus; and providing comprehensive training. The benefits include an estimated annual savings of \$200-400k for the University, fewer machines to purchase and maintain, and reduction of paper waste and energy, which supports the campus sustainability plan.

IT is half way through the first pilot and is now identifying units for the second pilot. New MFDs have been purchased and are being distributed to locations across campus. A one-stop printing website has been developed and is in the final stages of review; new training guides and videos have been created and are in the final stages of review; and KU IT has reached out to the Sustainability Office to help create additional incentives.

- **Implementing a Single Identity Management System:** Create a university-wide single identity management system for all students, faculty, and staff. Benefits include the ability for users to more easily access all online materials and systems across all campuses. Single Identity Management will also allow the reallocation of staffing and other costs associated with each campus running its own identity management system.

Currently the analysis is continuing to consolidate cross-campus identities, including determining ID conflicts and duplicate accounts. The project team has started testing and is completing development on the prerequisite projects that are the foundation for this phase. The project team has also begun writing the requirements that will be used to engage consultants to help design and implement the project.

- **Network Optimization:** Combine university networks across campuses and optimize their design to better manage systems and eliminate areas of networking conflict. Benefits include optimization, which will allow seamless collaboration between students, faculty, and staff across all campuses. The Medical Center and Wichita campuses will have their network equipment monitored by a full-time network operations center. This will also allow the reduction of obstacles to implementing and accessing online academic and research resources and will more efficiently utilize network staff and equipment.

The workgroup has created a detailed network design for connecting the KU campuses and three possible solutions for resolving our intercampus DNS issues. KU Lawrence and KU Medical Center teams are making excellent progress at eliminating overlapping networks. The network design for connecting the campuses will address concerns raised by the Wichita campus two years ago.

- **Leveraging Software Purchasing:** Avoid duplicate costs and better leverage KU buying power by coordinating and combining software purchases for all KU campuses. Benefits include lower costs by combining the buying power of KU Lawrence and KUMC, and reduced administrative overhead from negotiating and issuing separate purchase orders for multiple purchases of the same software. Improved software compliance through better tracking and inventory of purchased software licenses on all campuses will also be achieved.

This workgroup is just getting started and will be coordinating a software call with the Budgeting Department; gathering data to determine current spend per software package to rank by volume spend; developing a survey to determine what software departments currently license and identify future needs; and will collaborate with CFE Purchasing teams to coordinate efforts with the Software Review Board being formed.

In addition, Bob and I are researching a simpler and more sustainable funding model for the delivery of IT services to faculty, staff, students, KU affiliates, and external customers. Historically, many of KU IT's services have been funded through a chargeback model, which does not allow for a flexible response to rapidly changing technology needs.

IT is close to implementing a content management system (CMS) for all KU websites. The CMS will greatly streamline the process of managing and updating our university websites with relevant and current information. Early adopters of the new CMS are Information Technology, University Relations, Journalism, Law, Architecture, Pharmaceutical Chemistry, Pharmacy, Edwards Campus, CLAS, and RGS.

An enterprise-wide document imaging and workflow implementation also begins this month, with Perceptive Software engaged for the campus wide implementation of ImageNow. This implementation will be completed in phases and will initially include CLAS, HR, EO, Comptroller's Office, RGS, Admissions, Registrar, and Financial Aid.

Executive summaries for these CFE IT projects can be found under *IT One Page Summaries* at <http://cfe.ku.edu/technology/>.

Updates can be found at <http://cfe.ku.edu/technology/news.php>.

[\(Return to main message...\)](#)