Town Hall Update

November 30, 2017

Colorado School of Mines

✶ Sibson Consulting

Background and Context

To meet the business and operational needs of the future, Colorado School of Mines commissioned seven project teams to:

- Assess the current state of the functional / operational area assigned to the team

- Design solutions to improve the quality, effectiveness or efficiency of the function

- Deliver an implementation plan with recommendations for moving the function forward

➢ Beginning in August 2017, the seven project teams have met every two weeks

- Each team has between 7-14 members with broad representation of faculty and staff from across Mines

➢ All project teams are on track and have made significant progress to date

The purpose of today's town hall is to:

- **Provide an update on each team's progress**

- **Provide an opportunity for the Mines community to give input to the seven project teams**

High Level Recommendations

The seven project teams are as follows:

Explore a **Shared Services model** to deliver transactional services for HR, Finance, and Procurement

Identify opportunities to improve the quality and efficiency of the **Registrar** function

Identify opportunities to reduce barriers to efficiency in **Research Support**

Kickoff a **Culture of Excellence Initiative** to improve campus culture

Explore opportunities to streamline and improve institutional **Policies**

Develop **a Strategic Technology Roadmap** and plan for the future

Launch an **HR Strategic Planning Initiative** to reimagine the future of HR

Mines' Student Transformation Team

As each project progressed, it became clear that student input was needed to fully understand the current state and future needs

➢ A Student Transformation Team was subsequently launched

- The Team met three times and will continue to meet once a month through early next year

- The students were asked to provide comments that they believe are **representative of the overall student population**, and to gather input and feedback from other students on campus and in their student groups

- The format of the meetings are **discussion-based, round-table conversations**

    – The following topics have been raised for discussion:

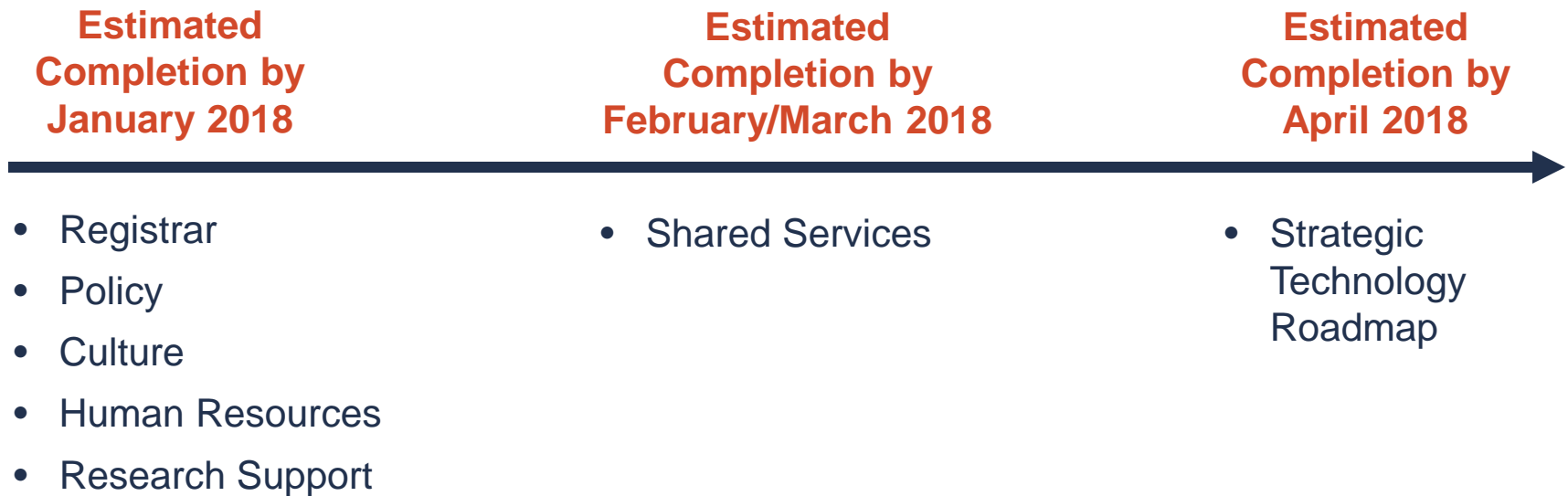|		
Registrar: Opportunities for improvement?	**Technology:** Opportunities for improvement?	**Culture:** What is it like as a student at Mines? What could make the culture better?

Research: Are there opportunities to enhance the research environment?	**Policy:** Are there any policies that are in need of revision?

Project Team Timelines

The project teams are making progress towards finalizing recommendations and providing them to Senior Leadership for consideration.

➢ The estimated timelines for each are as follows:

Estimated Completion by January 2018	**Estimated Completion by February/March 2018**	**Estimated Completion by April 2018**
• Registrar • Policy • Culture • Human Resources • Research Support	• Shared Services	• Strategic Technology Roadmap

Where the Project Teams are Today

SHARED SERVICES

Identifying core elements of Shared Services and developing the model for the future

POLICY

Submitting recommended governance structure and beginning review of prioritized policies

RESEARCH

Finalizing plans and recommendations using RACI model

HUMAN RESOURCES

Finalizing the strategic plan for central Human Resources

REGISTRAR

Finalizing plans and recommendations using RACI model

TECHNOLOGY

Working to identify the strategic vision of technology and developing strategies to achieve it

CULTURE

Finalizing plans and recommendations using RACI model

> **Once recommendations are finalized, they will be provided to Senior Leadership for further vetting, prioritization, approval, and implementation**

COLORADO SCHOOL OF MINES
EARTH • ENERGY • ENVIRONMENT

It is imperative that we gather input from the Mines Community for each of our seven project teams. You can provide your input in multiple ways:

1. During today's Town Hall Q&A Session

2. Submit a comment card (paper slips handed out at entrance)

3. Discuss concerns with a project team member

4. Email the Sibson team at kwolever@sibson.com

As the teams begin to solidify their recommendations, a second town hall will be conducted in order to gather your input on the recommendations prior to finalization

Shared Services

Registrar Transformation

Research Support

Culture of Excellence

Policy Transformation

Technology Transformation

Human Resources Strategic Planning

Shared Services
Team Members

Team Sponsors:

Kirsten Volpi, *Exec. VP & COO, CFO, Treasurer*

Tom Boyd, *Interim Provost*

Peter Han, *Chief of Staff*

Team Leader:

Tressa Ries, *Controller*

Team Members:

Tim VanHaverbeke, *Prog. Mgr. and Grad Coordinator, CEE*
Mane Poghosyan, *Fin. Systems Specialist, Controller's Office*
Ed Zucker, *Client Services Manager, CCIT*
Natalie Martinez, *Risk Manager and Dir., Business Ops.*
Janice Lander, *Manager, Payroll Ops., Controller's Office*
Shelly Myskiw, *Program Administrator, Mech. Eng.*
Jeff King, *Assoc. Prof., Metal/Materials Eng., Director, NSEP*
Anna Welscott, *Dir.,Business Administration for Operations*
Brenda Chergo, *Project Manager, AA*
Jennie Kenney, *Dir., Academic Affairs Ops*
Maria Burwell, *Student Serv. Admin./Office Mgr., Metal/Materials Eng.*
Ann Hix, *Benefits Manager, HR*
Tricia Douthit, *Director, Institutional Research*

Shared Services Team
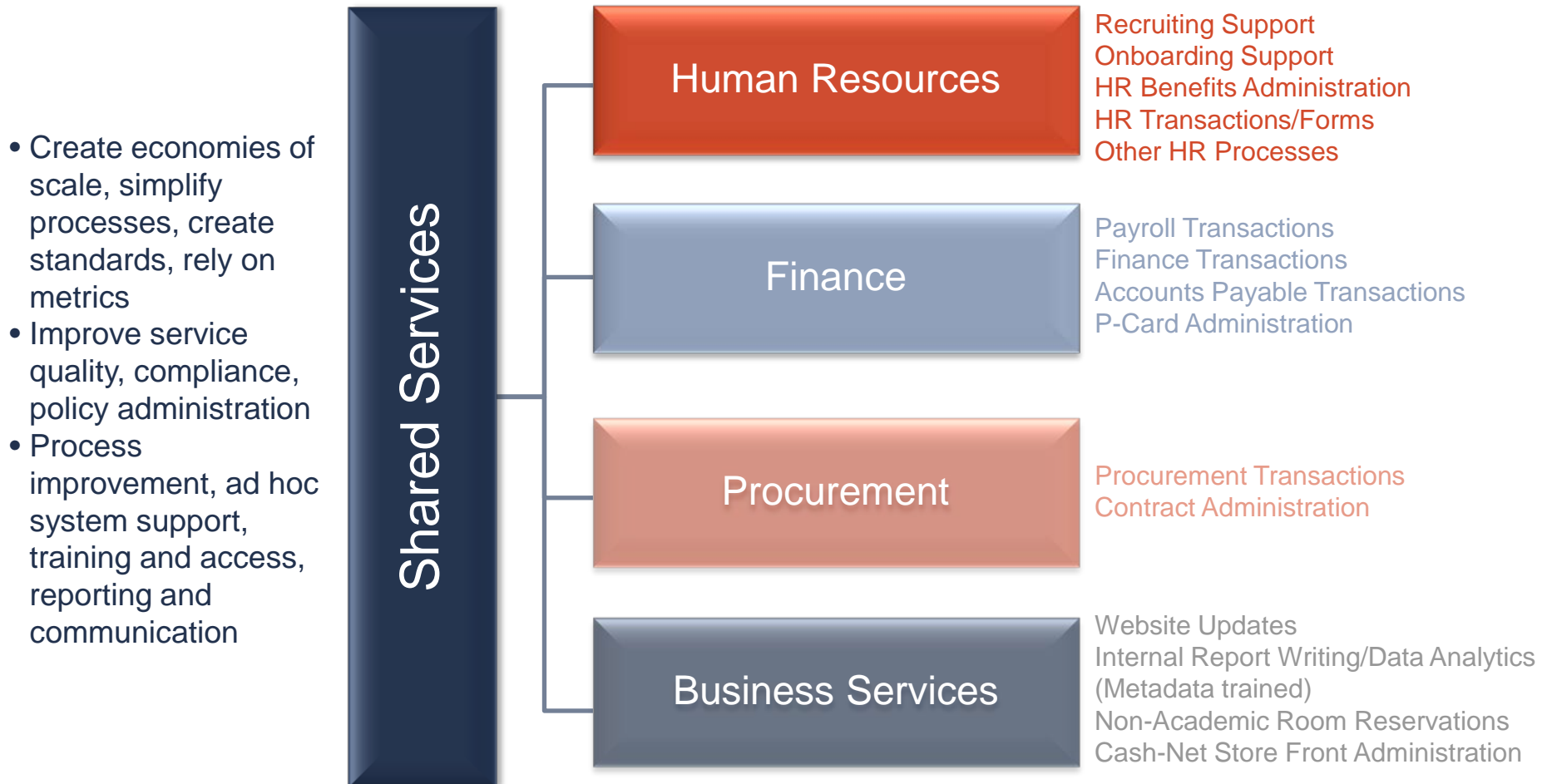## Overview

Project Objective:

Reduce administrative burden on faculty, staff and students, simplify core transactional functions and improve accuracy of data, reduce errors rates and transactional cycle times, and enhance customer service levels

The Shared Services team has completed the following steps to date:

- Conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and formulated opportunities for recommendations

- Reviewed Shared Services models at other institutions

- Created a **draft** Shared Services Delivery Model to display how roles interact between Shared Services Customers, Strategy and Policy Leaders, and Centers of Excellence

- Identified transactional areas in **Human Resources**, **Finance**, **Procurement**, and **Business Services** to serve as the core functions in Shared Services at Mines

- Outlined whether services in HR, Finance, Procurement, and Business Services should remain in-unit, within the central department, or moved into Shared Services
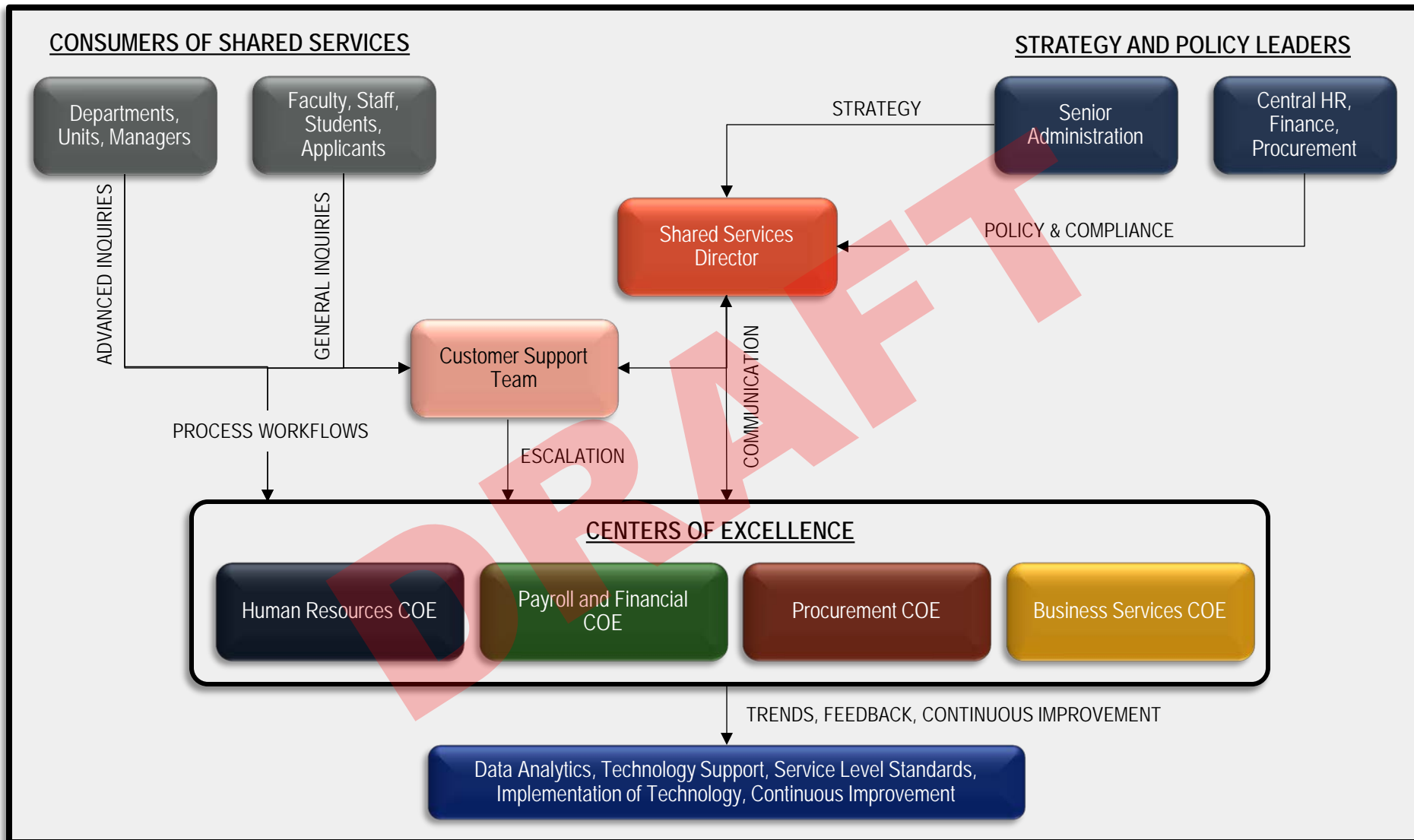
Shared Services Identified by Team

> *What services at Mines, in your opinion, could be better delivered through Shared Services?*

- Create economies of scale, simplify processes, create standards, rely on metrics
- Improve service quality, compliance, policy administration
- Process improvement, ad hoc system support, training and access, reporting and communication

Shared Services

Human Resources

Recruiting Support
Onboarding Support
HR Benefits Administration
HR Transactions/Forms
Other HR Processes

Finance

Payroll Transactions
Finance Transactions
Accounts Payable Transactions
P-Card Administration

Procurement

Procurement Transactions
Contract Administration

Business Services

Website Updates
Internal Report Writing/Data Analytics (Metadata trained)
Non-Academic Room Reservations
Cash-Net Store Front Administration

Shared Services Delivery Model
Draft Model

CONSUMERS OF SHARED SERVICES

STRATEGY AND POLICY LEADERS

Departments, Units, Managers

Faculty, Staff, Students, Applicants

Senior Administration

Central HR, Finance, Procurement

STRATEGY

Shared Services Director

POLICY & COMPLIANCE

ADVANCED INQUIRIES

GENERAL INQUIRIES

Customer Support Team

COMMUNICATION

PROCESS WORKFLOWS

ESCALATION

CENTERS OF EXCELLENCE

Human Resources COE

Payroll and Financial COE

Procurement COE

Business Services COE

TRENDS, FEEDBACK, CONTINUOUS IMPROVEMENT

Data Analytics, Technology Support, Service Level Standards, Implementation of Technology, Continuous Improvement

Shared Services HR Functions

HR- Recruitment Support		
In Unit	*Central HR*	*Shared Services*

➢ Identify hiring needs
➢ Apply Diversity/Inclusion Standards, Goals and Targets
➢ Provide basic job needs
➢ Secure budget approval
➢ Screening and interview process
➢ Hiring decision recommendations
➢ Package negotiations
➢ Offer letter generation and send
➢ Establish hiring committees
	➢ Compensation Philosophy
	➢ Classification standards
	➢ Recruitment policies/network diversity/inclusion plan
	➢ Branding standards
	➢ Hiring committee training/guidelines
	➢ Guiding/defining recruiting strategy
	   • Posting location guidance
	➢ Job description review/approval/advanced consultation/exemption salary
	➢ Offer letter approvals
	➢ Design and designate pre-offer testing
		➢ Job postings
		➢ PageUp management
		   • Entering hiring information in PageUp
		➢ Interview scheduling
		➢ Initial qualification screening (by request)
		➢ Rehired and Reinstated employees
		➢ Post-offer pre-employment testing
		➢ Walk-In/Email/Phone Inquiries
		➢ Scheduling pre-offer testing

Shared Services Team

Next Steps:

➢ Develop an organization chart and staffing plan

➢ Identify space and facility requirements

➢ Develop detailed implementation plans (tasks, activities, timelines, resource requirements)

➢ Develop funding strategy and approach

➢ The team is expecting to finish developing recommendations and implementation planning by Q1 2018

Shared Services

Registrar Transformation

Research Support

Culture of Excellence

Policy Transformation

Technology Transformation

Human Resources Strategic Planning

Registrar Team Members

Team Sponsors:

Kirsten Volpi, *Exec. VP & COO, CFO, Treasurer*

Tom Boyd, *Interim Provost*

Peter Han, *Chief of Staff*

Team Leader:

Deb Lasich, *Exec. Dir. for Strategic Dev.*

Team Members:

Brenda Chergo, *Project Manager, AA*

Lara Medley, *Registrar*

Kim Medina, *Director of Admissions*

Todd Ruskell, *Teaching Prof./Asst. Dept. Head, Physics*

Kelly Knechtel, *UG Prog. Admin., Mechanical Eng.*

Suzanne Beach, *Dir. Graduate Academic Services*

Junko Munakata Marr, *Associate Prof. Civil/Env. Eng.*

John Berger, *Professor/Dept. Head, Mechanical Eng.*

Registrar Methodology
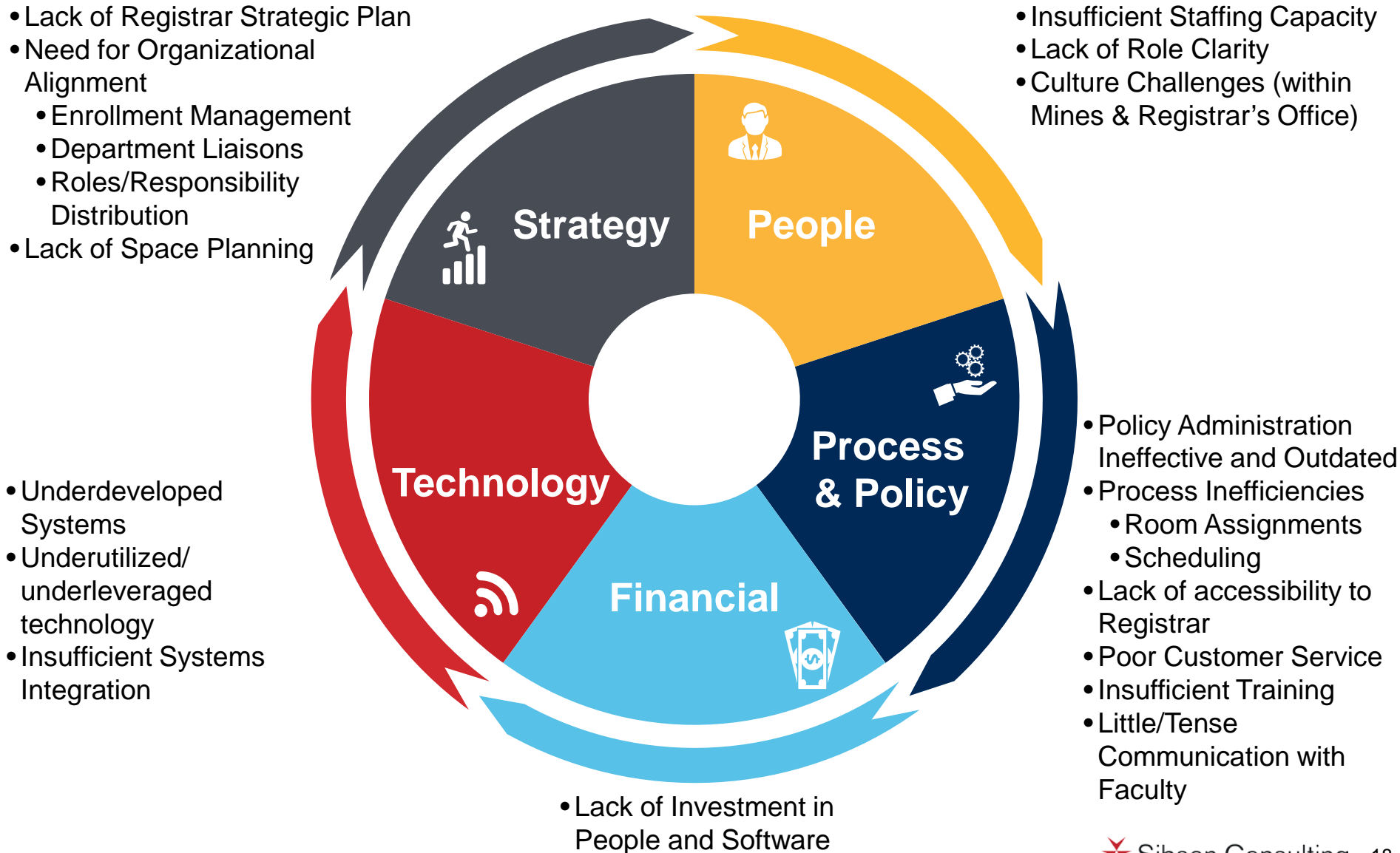
Our team's charge:

Improve the quality and efficiency of services offered and provided by the Registrar's Office

The Registrar team has completed the following steps to date:

- Complete a SWOT assessment of the organization

- Identify Opportunities for Improvement

- Outline the Registrar Life Cycle from three perspectives:
  - » Undergraduate Student
  - » Graduate Student
  - » Faculty and Staff

- Identify activities, strengths, weaknesses and recommendations for each element of lifecycles

Opportunities for Improving Registrar

- Lack of Registrar Strategic Plan
- Need for Organizational Alignment
  - Enrollment Management
  - Department Liaisons
  - Roles/Responsibility Distribution
- Lack of Space Planning

- Insufficient Staffing Capacity
- Lack of Role Clarity
- Culture Challenges (within Mines & Registrar's Office)

- Underdeveloped Systems
- Underutilized/ underleveraged technology
- Insufficient Systems Integration

Strategy

People

Technology

Process & Policy

Financial

- Policy Administration Ineffective and Outdated
- Process Inefficiencies
  - Room Assignments
  - Scheduling
- Lack of accessibility to Registrar
- Poor Customer Service
- Insufficient Training
- Little/Tense Communication with Faculty

- Lack of Investment in People and Software

Registrar Recommendations and Next Steps

Recommendations identified for consideration follow several key themes:

- Automate forms and manual processes

- Increase use of technology and integration of multiple systems

- Elevate levels of customer service

- Ensure sufficient resources and capacity to meet demand of the campus

- Reduce approval levels required to complete Registrar transactions

Next Steps include:

- Organize recommendations into an inventory

- Utilize RACI analysis and benefits/risk assessment to prioritize recommendations, ensure sufficient resources, and assign timelines/accountabilities

- Provide recommendations to Senior Leadership for consideration (estimated by Jan. 2018)

Shared Services

Registrar Transformation

Research Support

Culture of Excellence

Policy Transformation

Technology Transformation

Human Resources Strategic Planning
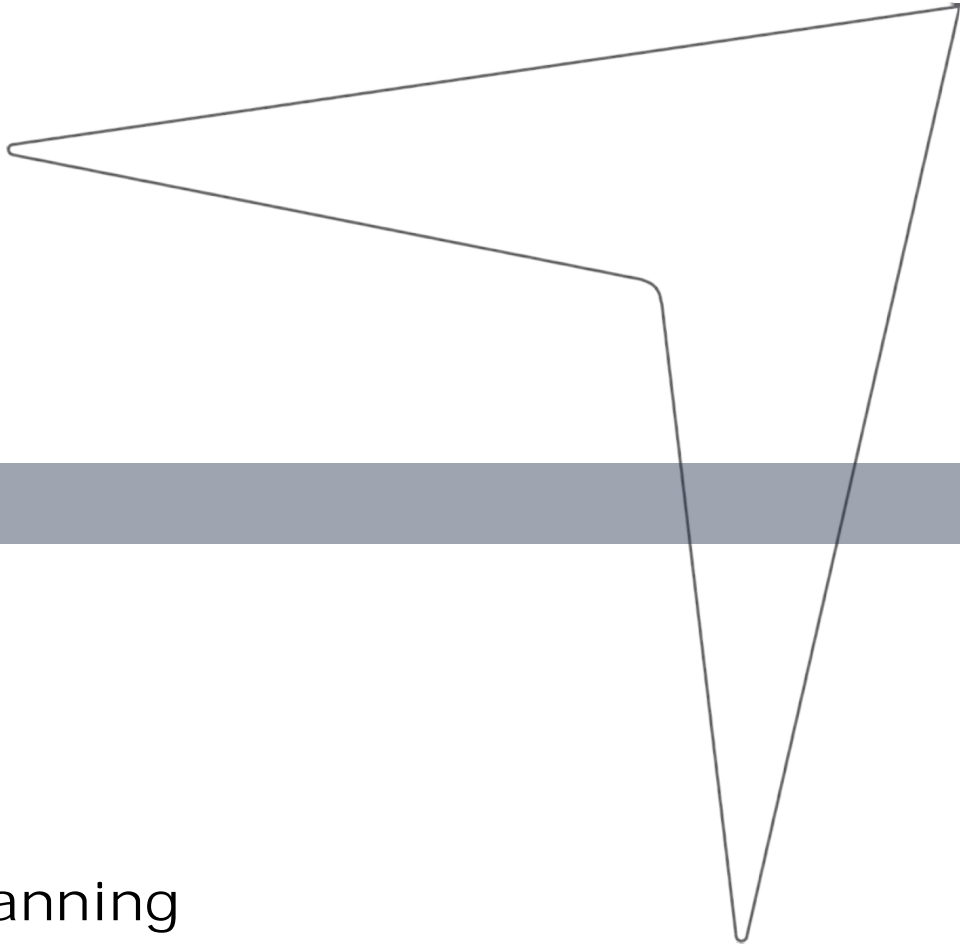
Research Support
Team Members

Team Sponsors:

Kirsten Volpi, *Exec. VP & COO, CFO, Treasurer*

Tom Boyd, *Interim Provost*

Peter Han, *Chief of Staff*

Future VPRTT

Team Leader:

Vicki Nichol, *Assoc. VP Administration*

Team Members:

Johanna Eagan, *Interim Director, ORA*

John Speer, *JHM Distinguished. Prof., MME, Dir., ASPPRC*

Ryan Richards, *Prof., Chemistry, AVP Research, Interim Dir., REMRSEC*

Lisa Kinzel, *Director, Research Dev.*

Phyllis Johnson, *Center Mgr. REMRSEC, CRSP, CSEM, CHR*

Jen Shafer, *Assistant Professor, Chemistry*

Andrea Morello, *Fiscal Officer, CASE*

Tzahi Cath, *Director, AQWATEC*

Molly Markley, *Assistant General Counsel*

Werner Kuhr, *Director, Ctr. for Entrepreneurship and Innovation*
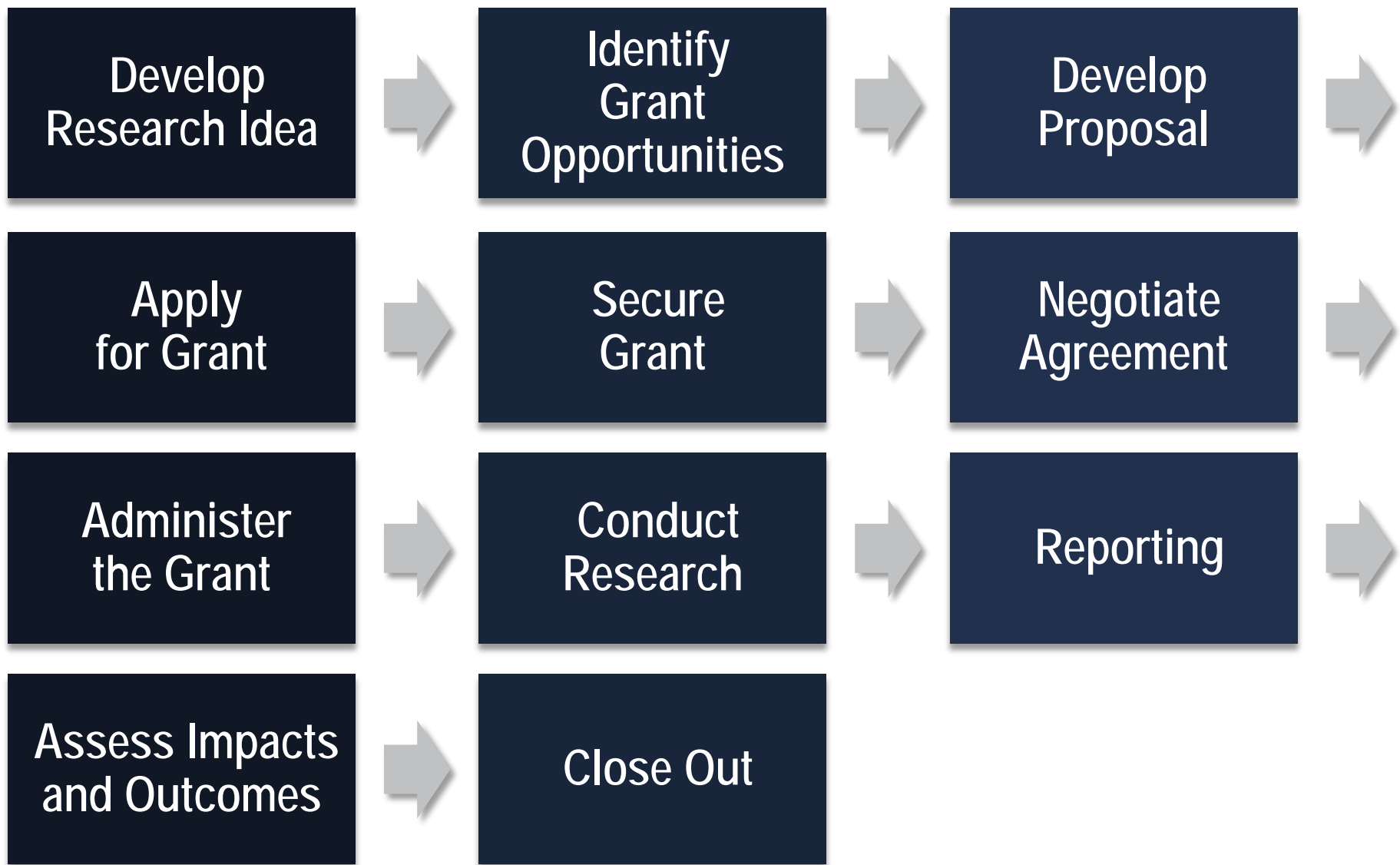
Frederic Sarazin*, Professor, Physics*

Research Support
Overview

Project Objectives:

- Identify opportunities to improve the quality and efficiency of services in the acquisition and administration of sponsored research
- Reduce the administrative burdens of faculty in conducting research

The Research Support team has completed the following steps to date:

- Conducted a SWOT analysis relative to research
- Reviewed best practices in research administration and peer models
- Assessed and clarified the various steps and roles across the research lifecycle
- Identified a new working model for delivering research administration support and ensuring sufficient structures and resources to support pre and post award activities
- Established core themes to categorize recommendations
  - Currently creating recommendations for each major area

Research Lifecycle

Develop Research Idea → Identify Grant Opportunities → Develop Proposal →

Apply for Grant → Secure Grant → Negotiate Agreement →

Administer the Grant → Conduct Research → Reporting →

Assess Impacts and Outcomes → Close Out

Future Research Structure and Resources
Potential Model

Campus Support Research Model

General		
Research Central Duties	**Research Satellite Duties**	**Shared Services Duties**
Policy and Procedure		Requisitions
Training		Travel
Risk Assessments		HR Forms/Payroll
Internal Reporting – Award, Proposal, Expense		Cost Transfer Approval – non research

Proposal		
Research Central Duties	**Research Satellite Duties**	**Shared Services Duties**
Compliance Reviews	Current & Pending	
High Level Coordination of Subk/External Partners	Technical Editing/Writing	
ARO Functions (hit the button)	Budget Prep	
Review More Robust/Complicated cost share	Graphics	
IDC Waivers	Identification of Funding Opportunities	
	Project Administrator (coordination of multiple entities, timelines, task manager)	
	Cost Share Guidance (basic)	

Future Research Structure and Resources
Potential Model

Campus Support Research Model

Post Award		
Research Central Duties	**Research Satellite Duties**	**Shared Services Duties**
Cost Transfer Approvals	Projections & Burn Rate Evaluations	
Transactions requiring sponsor approvals		
Cost Share Tracking		
Subk Financial Monitoring	Expanded Authority Functions (Budget deviations, No-Cost Extensions, At-Risk to a certain threshold, incremental funding requests)	
Consortia	Cost Transfer Requests (JEs, Reallocations, etc)	
Closeout Functions	P-Card Allocations?	
Post Award Auditing of Expenses	ORA Prior Approvals for Expenses	
External Reporting – Financials		
ARO Functions		
Financial Compliance – Subk Monitoring, Cost Share		

Key Factors for Organizational Success
Approach and Methodology

The research team aimed to evaluate the following key factors for organizational success:

The organization's structures, people, policies, rewards, measures, capacity and culture

People and Culture

The alignment of practices, services, structures, processes, and policies with the institution's strategic vision and goals

The processes by which services, programs, and transactions are developed and delivered

Processes and Policies

Strategy

Technology and Tools

The tools and technologies used to support functions and services

Financial Support and Resources

The cost to deliver and support services, programs, processes and systems

Research Support
Overview

Next steps:

- Finalize recommendations in the areas of: **Strategy**, **People and Culture**, **Processes and Policies**, **Technology and Tools**, and **Financial Support and Resources**

- Begin to conduct a RACI analysis to determine who is responsible and accountable, and who should be consulted and informed when implementing the recommendations

- Establish an approach to prioritize recommendations into a working and feasible implementation plan

- It is anticipated that the team will complete developing recommendations and implementation planning in the first quarter of 2018

Shared Services

Registrar Transformation

Research Support

Culture of Excellence

Policy Transformation

Technology Transformation

Human Resources Strategic Planning
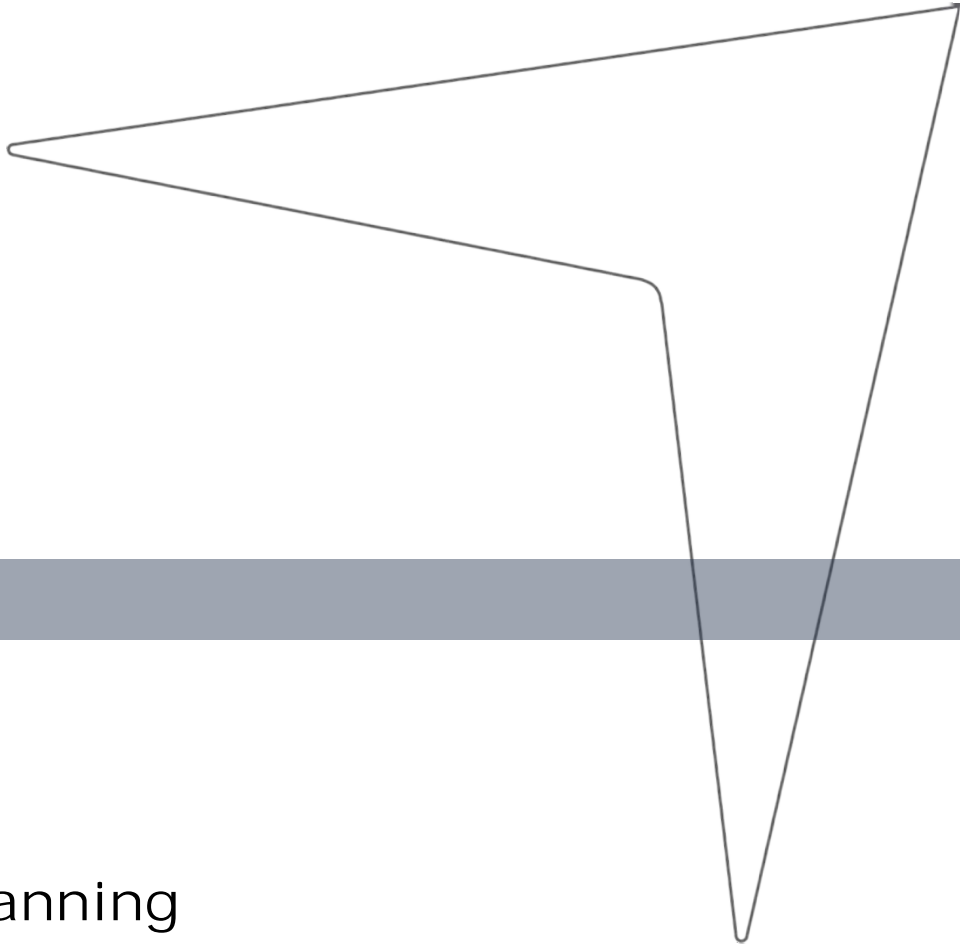
Culture of Excellence
Team Members

Team Sponsors:

Kirsten Volpi, *Exec. VP & COO, CFO, Treasurer*

Tom Boyd, *Provost*

Peter Han, *Chief of Staff*

Dan Fox, *VP Student Life*

Team Leader:

Katie Johnson, *Associate Professor*

Team Members:

Gyasi Evans, *Research Librarian*

Jahi Simbai, *Asst, Dean Grad. Studies*

Colin Terry, *Assoc. Dean of Students*

Caroline Fuller, *CASA Admin. Coord.*

Jonatan Bjoerk, *Facilities Management*

Emilie Rusch, *Public Information Specialist*

Amy Landis, *Professor*

Katie Schmalzel, *Prevention Program Manager*

Deb Lasich, *Executive Director Strategic Development*

Michelle Darveau, *Asst, Director for Human Resources*

Neal Sullivan, *Assoc. Professor*

Culture of Excellence
Overview

Project Objective:

Identify opportunities to enhance morale/engagement and provide a cohesive and inclusive environment on campus, supporting collaboration and innovation for all employees

The Culture team has completed the following steps to date:

➢ Conducted a SWOT analysis to identify strengths, weaknesses, opportunities, and threats of the culture at Mines

➢ Reviewed culture best practices from both industry and higher education

➢ Developed specific recommendations for the School to consider that include the categories below:

- Trust, Fairness and Transparency

- Policies and Programs to Enhance Culture

- Rewards and Recognition

➢ Specific recommendations for Mines to consider include the categories below:

- **Trust, Fairness and Transparency**
  – Leadership transparency
  – Cascading communication
  – Access to data
  – University messages/stance on political matters
  – Accountability and ownership
  – Diversity/inclusion
  – Fairness and equity (policies, practices, promotions, etc.)

- **Policies and Programs to Enhance Culture**
  – Work/life balance benefits
  – Alternative commuting opportunities
  – Flexible work schedules
  – Family friendly policies
  – Staffing Practices
  – Partnerships with local community

- **Rewards and Recognition**
  – Formal recognition
  – Recruitment
  – Onboarding
  – Retention

Culture of Excellence
RACI Analysis Example for Implementation

Recommendation

Conduct a culture assessment/survey

Additional Narrative

Ensure that the survey is administered by an external resource to ensure integrity and confidentiality in the process

Benefits	Risks	Actions
Gain an understanding of the current state of the culture from multiple perspectives Gain an understanding of what is desired from employees	Survey "fatigue," Failure to share and act on results could cause more cultural challenges	Determine appropriate approach and instrument Gather cross-functional working group to develop survey elements Market survey to employees Conduct survey using external resource Share findings with leaders and campus community Ensure that results are addressed in a meaningful way

R ESPONSIBLE
Survey Task Force, External Resource, HR as PM

A CCOUNTABLE
Senior Leadership

C ONSULTED
Stakeholder groups, Faculty Senate

I NFORMED
Employees

J	F	M	A	M	J	J	A	S	O	N	Q1	Q2	Q3	Q4
X	X	X												

Trust, Fairness, & Transparency

DRAFT

Culture of Excellence

Next Steps:

➤ Finalize recommendations for Senior Leadership to consider

➤ Finish conducting a RACI analysis to determine who is responsible and accountable, and who should be consulted and informed for each recommendation to aid in implementation

➤ The team is expecting to finish developing recommendations and implementation planning by late January 2018

RECOMMENDATION

Shared Services

Registrar Transformation

Research Support

Culture of Excellence

Policy Transformation

Technology Transformation

Human Resources Strategic Planning

Policy Transformation
Team Members

Team Sponsors:

Kirsten Volpi, *Exec. VP & COO, CFO, Treasurer*

Tom Boyd, *Interim Provost*

Peter Han, *Chief of Staff*

Dan Fox, *VP Student Life*

Team Leader:

Shannon Sinclair, *Director, Internal Audit*

Team Members:

Jennie Kenney, *Dir. Academic Affairs Ops.*

Karin Ranta Curran, *Exec. Dir. Inst. Compliance/Equity, Title IX*

Derek Morgan, *Dean of Students*

Michelle Merz-Hutchinson, *Deputy General Counsel*

Melanie Barnhart, *College Administrator, CERSE*

Policy Transformation
Overview

Project Objective:

Enhance the quality, awareness, accessibility and governance structure of Mines' policies and ensure compliance with federal and state laws and consistency with Mines' culture

The Policy Transformation team has completed the following steps to date:

➢ Created an inventory of existing policies to review

➢ Reviewed governance structure best practices across higher education

➢ Conducted a SWOT analysis to identify strengths, weaknesses, opportunities, and threats of current policies and policy governance at Mines

➢ Developed a draft governance structure for creation of new policies, and revisions or omissions of current policies

➢ Outlined a Policy Committee, with key stakeholders on campus, to meet once a month to review agenda and provide input/recommendations for policy changes

➢ Developed an inventory of policies to be assessed

Policy Transformation
Draft Governance Structure

➢ The drafted governance structure is anticipated to include a cross-functional group of campus leaders and subject matter experts to manage how policies are created and revised

➢ Policy changes and revisions will be an inclusive and collaborative process allowing input to be included across campus from employees and students for substantive revisions or new policies

➢ A review comment period will be open to the campus community when there are substantive changes and new policies to review and provide feedback on

- A newly appointed Policy Manager will review and summarize comments for the policy committee's review and recommendation regarding approval

- Drafted criteria for policy review periods are outlined as followed:

Review Period	Criteria
10-Business Days Review Period	➢ Substantive revisions to current policies ➢ New Policies
Expedited (No Comment Period)	➢ Non-Substantive Minor Changes (date changes, name changes, small revisions) ➢ Regulatory Requirements

Policy Transformation

Next Steps:

➢ Finish reviewing and prioritize the list for current policy revisions

➢ Begin review and recommend revisions for key policies as appropriate

➢ Finalize draft and submit recommended policy governance structure

➢ The team anticipates to finish developing recommendations and implementation planning by late January 2018
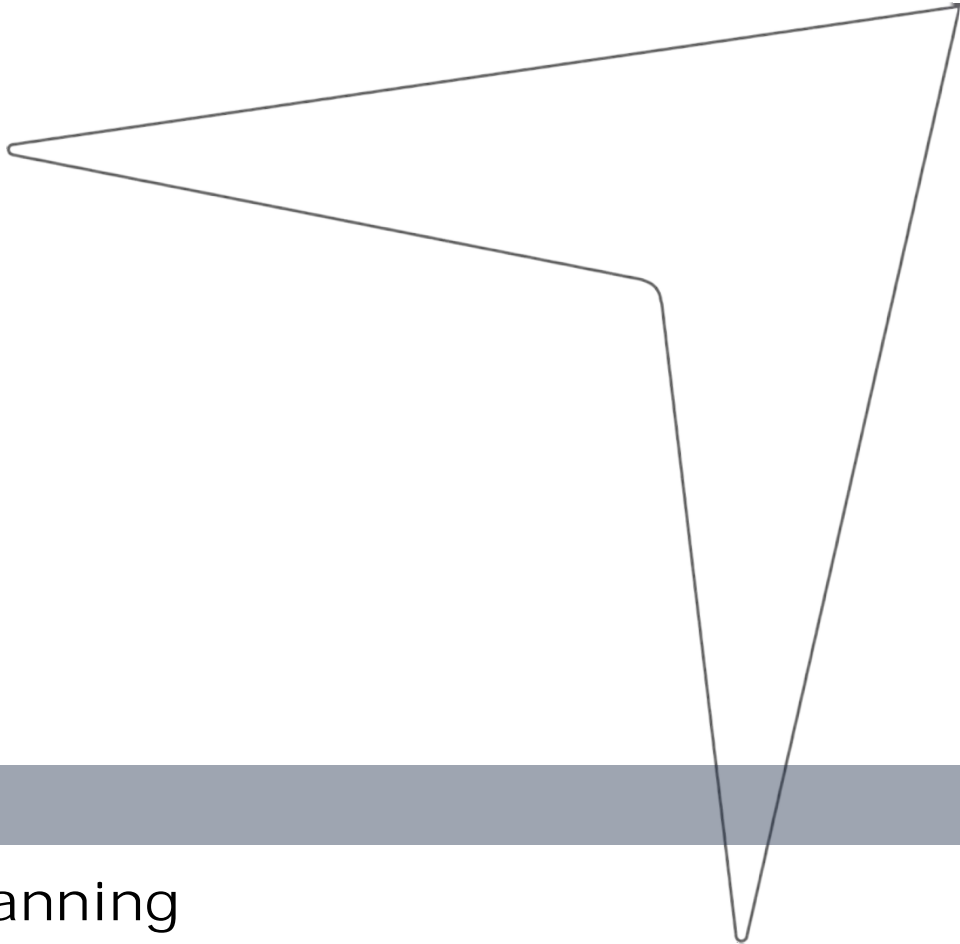
Shared Services

Registrar Transformation

Research Support

Culture of Excellence

Policy Transformation

Technology Transformation

Human Resources Strategic Planning

Technology Team Members

Team Sponsors:

Kirsten Volpi, *Exec. VP & COO, CFO, Treasurer*

Tom Boyd, *Interim Provost*

Peter Han, *Chief of Staff*

Team Leader:

Mike Erickson, *Chief Information Officer*

Team Members:

Sara Schwarz, *Mgr, Classroom Technologies, CCIT*

Christopher Painter-Wakefield, *Assoc. Prof. CS*

Darren McSweeney, *Computing Support Mgr., CS*

Sam Spiegel, *Dir. Trefny Innovative Instruction Ctr.*

Phil Romig, *Director and CISO*

David Lee, *Dir. Enterprise Systems, CCIT*

Ed Zucker, *Manager, Client Services, CCIT*

Tzahi Cath, *Director, AQWATEC*

Colin Terry, *Assoc. Dean of Students*

Laura Guy, *Mgmt. Systems Admin. Librarian*

Katy Ginger, *Project Manager, AO*

Matt Kettering, *Data Specialist, CCIT*

Technology Transformation
Overview

Evolution of Scope:

➢ Initially the scope of the project was to focus on improving the service quality and offerings of CCIT

- Since the first few meetings, the scope of the project evolved to develop a strategic plan for technology as a whole at Mines

The Technology team has completed the following steps to date:

- Discuss all of the potential opportunities for change and improvement
  - Within: Strategy, People, Process and Policy, Customer Service and Responsiveness, Finance, and Technology
- Identified stakeholder groups
- Discussed ways to engage the campus community in the strategic planning process
- Formulated a vision for technology and imperatives for achieving the vision

Current State Review

Strategic Issues and Opportunities

- Proliferation of incompatible/non-integrated systems including LMS and other classroom technologies, increases complexity, costs, and risks

- Not leveraging IT/technology's capacity, structure, investment, or competency

- Lack of cross-departmental prioritization and cooperation

- IT operates in "maintenance mode" and that the technology at Mines is behind industry standard

  - Existing Mines technologies operate years behind the cutting edge despite institution's technical focus

- The current IT plan for 2018 lacks a developed and effective project management role and suffers from low bandwidth to address new initiatives

- IT priorities are not clearly defined, understood or shared

Current State Review
Continued

People Issues and Opportunities

- Technology at Mines benefits from hard working, highly knowledgeable and experienced technology professionals

- Outside of promotion to manager positions, there is little opportunity for career and personal development

- There are a number of units of CCIT that are under-resourced

  – Lack of meaningful competencies and roles to support business intelligence analytics (BI)

  – Lack of bandwidth to serve campus customers in off-hours

- Challenges exist in migrating to cloud computing (resources, competencies, knowledge, skills, experiences, etc.)

Current State Review
Continued

Technology Issues and Opportunities

- Institution-wide technology solutions that meet user needs but also balance other factors (such as security and sustainability) either do not exist or are not widely adopted/advertised

- Identity management vendor is going to need to be replaced

- The lack of standardized systems places a financial burden on students and is time-consuming

- Mines' websites and systems are not user-friendly to students

Current State Review
Continued

Customer-Service and Responsiveness Issues and Opportunities

- Customers reported long turn-around times for requests and service calls, attributed to a lack of bandwidth and limited hours of availability

- Project management and task prioritization are contributing to claims of poor responsiveness

- Service ticket system is not widely used across campus and often does not produce a one-call-resolution of issues

- Low levels of risk tolerance exist across campus, but specific to technology, users must submit work order tickets for things like Java updates

- Opportunities exist to improve CCIT collaboration and communication

Current State Review
Continued

Process and Policy Issues and Opportunities

- Practice of individuals purchasing and deploying software, hardware and unique apps, without the knowledge/consent of CCIT, and therefore without internal controls, increases institutional risk

  - The lack of CCIT involvement in purchasing decisions often leads to numerous and duplicative systems and technology

  - The total cost of system and technology purchasing is often ignored, leaving CCIT on the hook for considerable long-term maintenance costs for numerous systems

- Research technology control issues exists (data integrity, unsupported technology, outdated technology, data ownership, etc.) which places the institution at risk

Current State Review
Continued

Financial Issues and Opportunities

- Full cost and resources required for system implementation, on-going support, upgrades, and maintenance is not understood nor budgeted and results in the inability to meet longer term system support needs

- Sensitivity around financial ownership and funding sources of technologies leads to duplicative purchases

Technology Vision Themes

Leadership

- To be known as a leader in technology
- Lead technology proactively

Security

- Provide a secure environment and educate campus on security issues

Customer Focus

- New service offerings effectively communicated and received
- Mechanisms to identify technology needs on campus
  - Intuitive, "plug & play" user experience. Simple and powerful
  - Reliable, maintainable, well communicated, and accessible
  - Communication around new or changing service/support functions
  - Leverage and communicate current technology and services
- Technology to provide academic and business value
- Customized service and solutions for unique campus needs

Innovation

- Define and offer cutting-edge technology
- Culture of supporting new ideas and innovation
- Proactively Innovative
- Change the conversation to that of innovation and empowerment

Strategic Planning Framework Discussion

VISION
Defining where we're headed;
Our guiding direction

IMPERATIVES
Identifying the things we
must get right to be successful

STRATEGIES
Developing our plans for
achieving the vision

EXECUTION
Prioritizing our tasks, activities
investments, and measures

Next Steps

➢ Create strategies for completing the imperatives

➢ Prioritizing the strategies

➢ Develop a strategy to continually engage the identified stakeholders to inform our process

➢ The Technology Transformation team anticipates the strategic planning effort to be completed by the second quarter of 2018
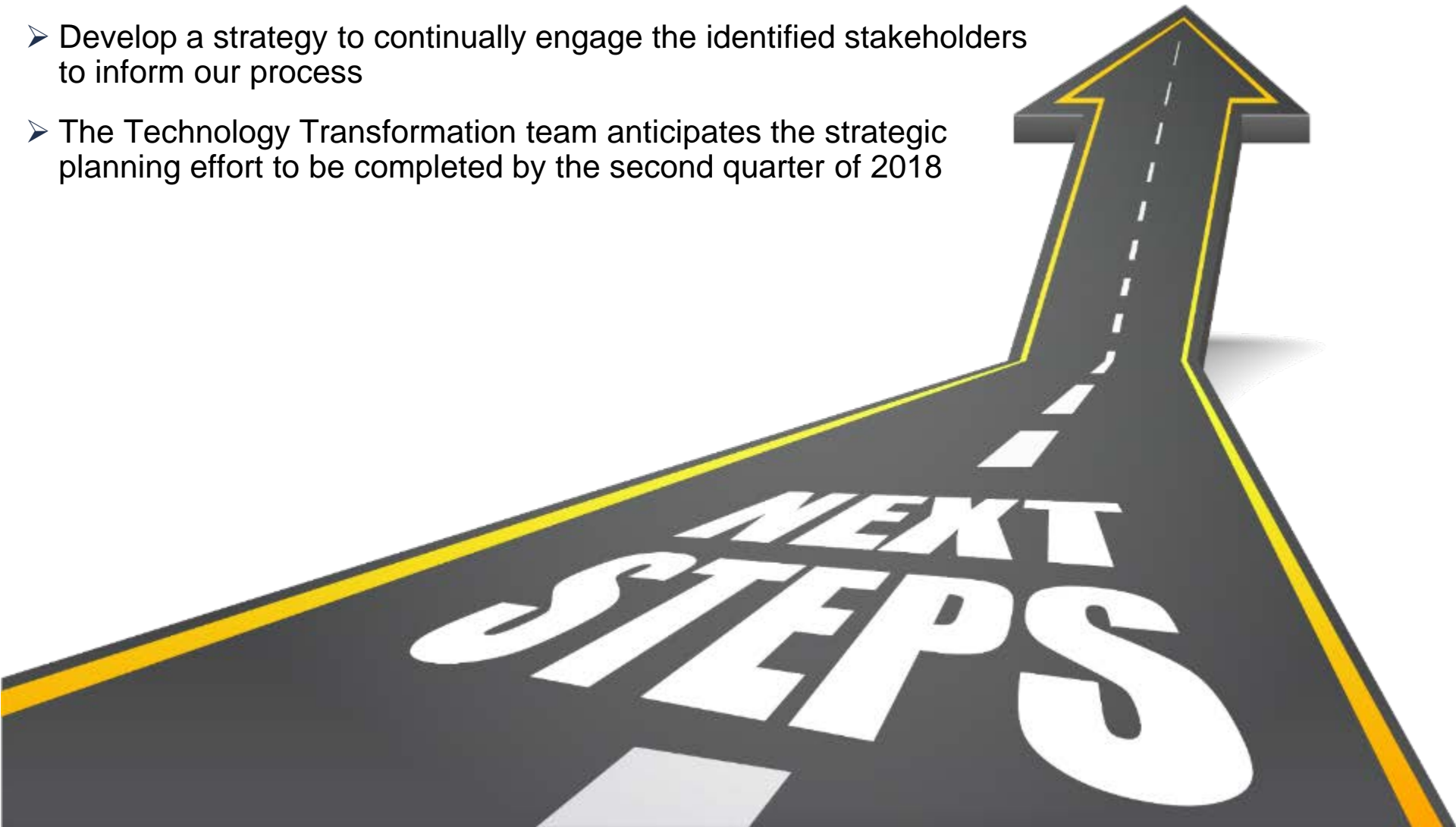
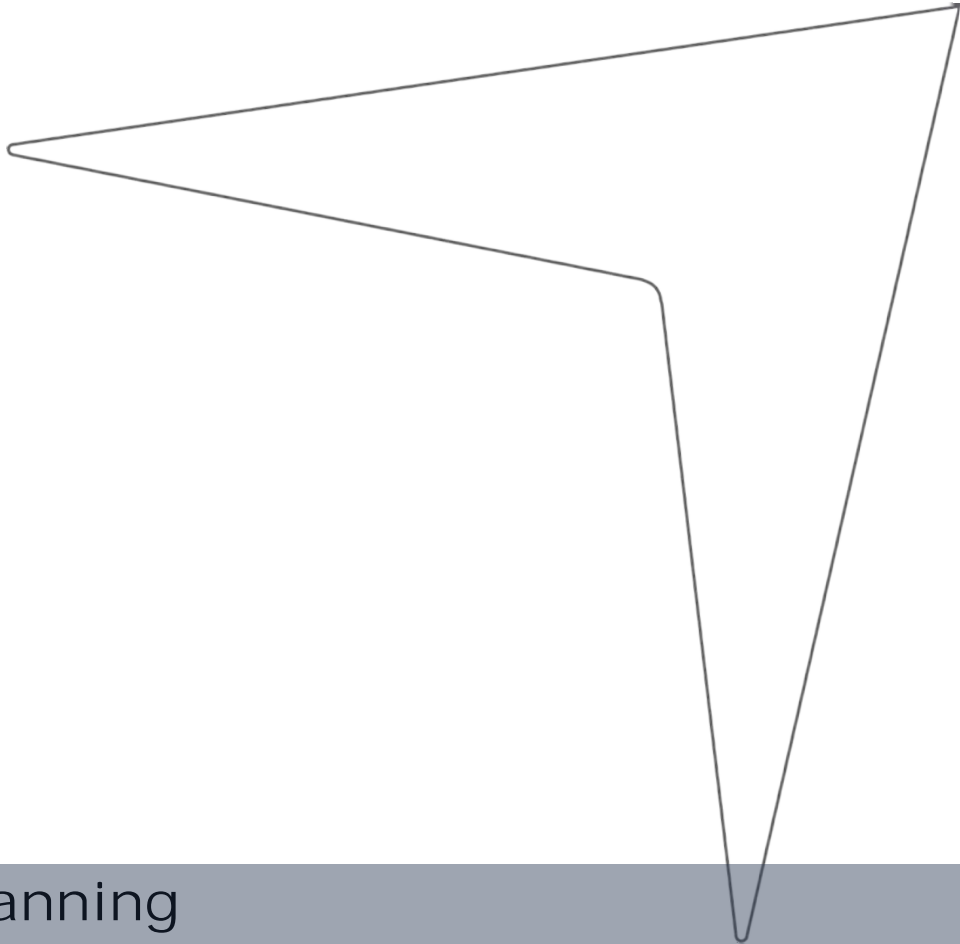**Shared Services**

Registrar Transformation

Research Support

Culture of Excellence

Policy Transformation

Technology Transformation

Human Resources Strategic Planning

HR Team Members

Team Sponsors:

Kirsten Volpi, *Exec. VP & COO, CFO, Treasurer*

Tom Boyd, *Interim Provost*

Peter Han, *Chief of Staff*

Team Leader:

Karin Ranta Curran, *Exec. Dir., Inst'l Compliance/Equity,Title IX*

Team Members:

Gary Bowersock, *Assoc. VP, Operations*
Michelle Darveau, *Asst. Dir., HR OD*
Becca Flintoft, *AVP Student Services & Admin.*
Kathleen Feighny, *College Administrator, CASE*
Veronica Graves, *Assoc. Dir., HR*
Danielle LaClair*, Sr. Budget & Fin. Analyst*
Kester Clarke*, Assistant Professor, ASPPRC*
Deb Lasich, *Exec. Dir., Strategic Development*
Yuri Csapo, *Manager, System Administration, CCIT*
Kirsten Volpi, *Exec. VP & COO, CFO, Treasurer*

Our team's charge:

To improve the strategic and consultative capacity of the HR Organization

The HR strategic planning team has completed the following steps to date:

- In an effort to improve the employment experience at Mines
  - Conducted an internal analysis of strengths, weaknesses, opportunities and threats for HR
  - Reviewed best practice examples for leading HR organizations
  - Discussed consultative and strategic services desired from the future HR organization relative to a new shared services function for HR
  - Formulated strategies to increase the capacity of the HR team to expand strategic and consultative services
- Brainstormed potential mission and vision statements to more accurately reflect the future state HR organization
- Prioritized needed HR support and services across the employee lifecycle at Mines
- Working with the full HR organization to further advance HR's strategic plan

HR Project Definition, Scope, and Goals

TRANSACTIONAL VS. STRATEGIC HR

BEST PRACTICE HR MODEL
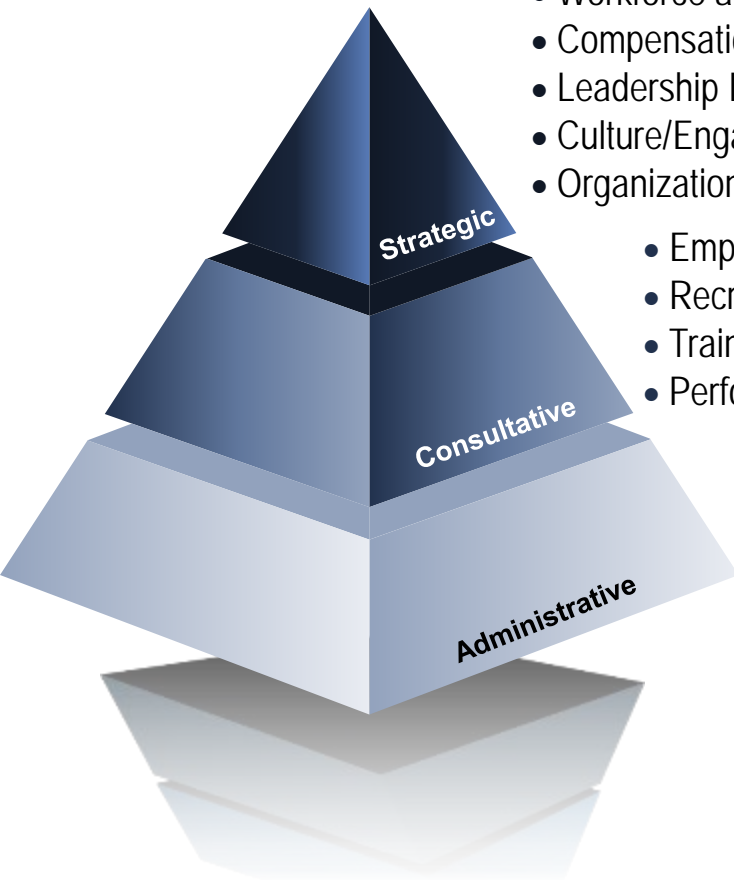
Strategic
- Workforce and Succession Planning
- Compensation Planning
- Leadership Development
- Culture/Engagement
- Organizational Development/Design

Consultative
- Employee Relations
- Recruiting and Selection
- Training Delivery
- Performance Management

Administrative
- Payroll and Benefits Administration
- Record Keeping
- Compliance

MOST HR MODELS IN HIGHER EDUCATION
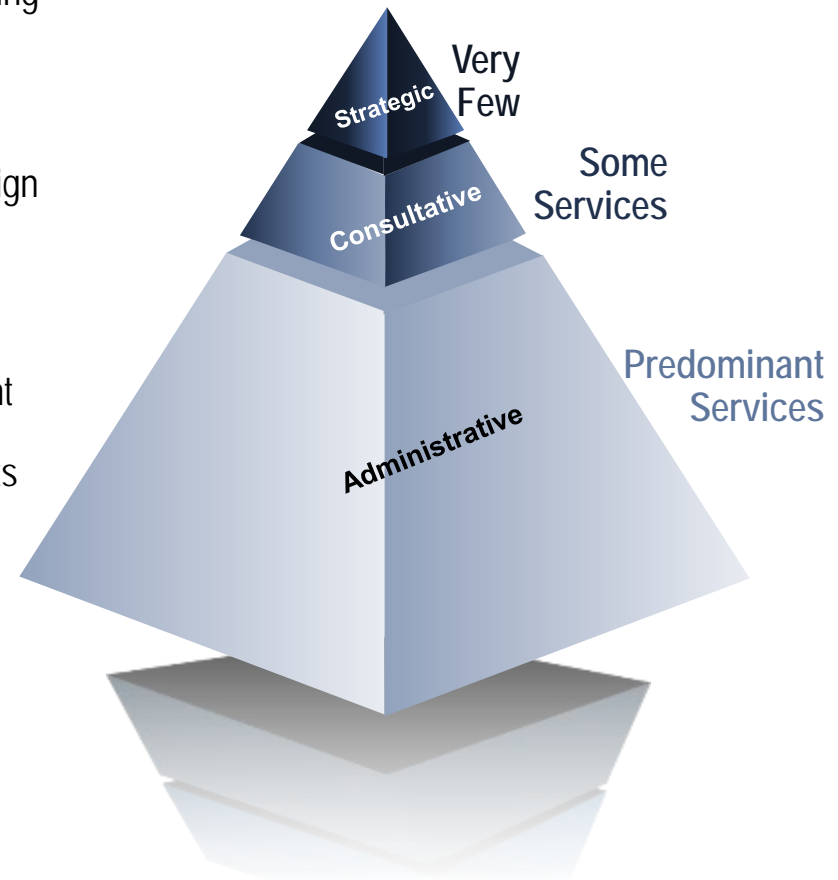
- Strategic — Very Few
- Consultative — Some Services
- Administrative — Predominant Services

Team Discussion
Determine Future State Strategic / Consultative Services

➢ What additional strategic service offerings should be provided by central HR in a **future state model?**
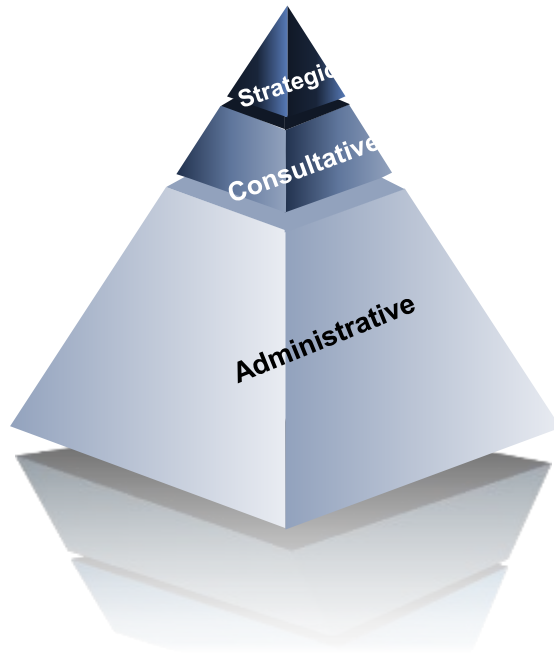
Additive strategic services:
- ➢ *Work–life balance and wellness strategies and program design*
- ➢ *Workforce analytics*
- ➢ *Workforce / succession planning*
- ➢ *Expanded organizational / learning / mentorship / leadership development programs*
- ➢ *Performance and career development programs*
- ➢ *Dedicated culture strategy*
- ➢ *Inclusive, holistic, and consultative policy environment*
- ➢ *Strategic recruiting*

Team Discussion
Determine Future State Strategic / Consultative Services

➢ What additional consultative service offerings should be provided by central HR in a **future state model**?
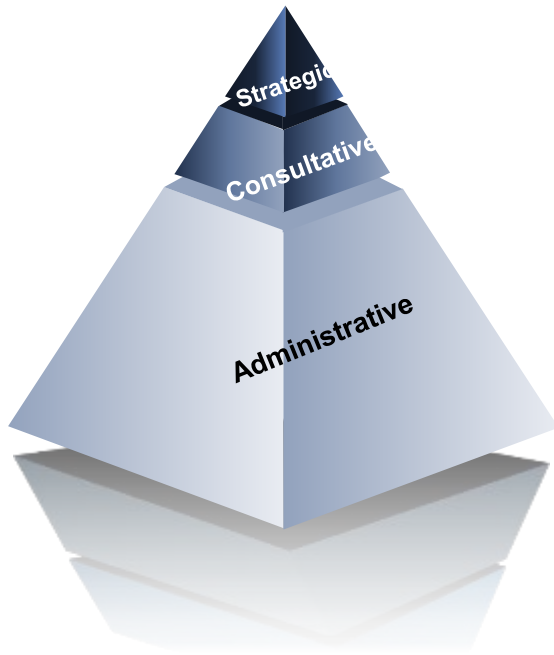

Additive consultative services:
➢ *Dedicated culture consulting*
➢ *Onboarding and orientation delivery*
➢ *Enhanced performance and career development*
➢ *Expanded organizational / learning / mentorship / leadership development*
➢ *Expanded delivery of training programs*
➢ *Compliance and policy facilitation*

Employee Lifecycle

Recruitment	On-Boarding	Compensation and Benefits	Employee Wellbeing	Performance & Development	Reward & Recognition	Succession and Retention	Transition

- Workforce planning
- Recruiting strategies
- **Diversity and Inclusion recruiting**
- Competency/ behavior profiles (i.e. behavior based interviewing)
- **Search committee orientation and support**

- **Effectively connecting new employees to culture, values, vision**
- **Seamless transition into role**
- **Establishing strong networks and cohorts**

- **Consistent and equitable compensation administration and application**
- **Equity**
- Effective benefits administration and application

- **Culture and morale**
- Organizational effectiveness
- Conflict resolution
- Wellness programs
- **Work-life Balance**
- **Employee Communication**
- Community engagement

- **Training**
- **Leadership Development**
- **Career development**
- **Mentoring**

- **Formal and informal recognition**
- Financial and non-financial rewards

- Succession planning
- **Retention strategy**
- **Career path/ladder**
- **Workforce analytics**

- Retirement
- Exit interviews
- Employee relations support

What are the biggest priorities?
Where do services competencies/capabilities need to be expanded?
What are the most critical resource needs?

COLORADOSCHOOLOFMINES.
EARTH • ENERGY • ENVIRONMENT

Next Steps

- Work with HR to finalize key imperatives

- Finalize strategies and goals required to achieve the future vision for central HR

- Develop specific action items to support the goals and objectives

- It is anticipated that the HR strategic plan will be complete and ready to begin implementation by late January 2018

Your Input

It is imperative that we gather input from the Mines Community for each of our seven project teams. You can provide your input in multiple ways:

1. During today's Town Hall Q&A Session

2. Submit a comment card (paper slips handed out at entrance)

3. Discuss concerns with a project team member

4. Email the Sibson team at kwolever@sibson.com

As the teams begin to solidify their recommendations, a second town hall will be conducted in order to gather your input on the recommendations prior to finalization