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THE UNIVERSITY OF MICHIGAN
Senate Advisory Committee on University Affairs (SACUA)
Monday, May 6, 2019 3:1 pm
1000 Victors Way
Ann Arbor, Michigan 48109-1340

Present: Ahbel-Rappe, Beatty (chair), Conway, Gallo, Manera, Marsh, Potter, Spencer

Absent: Malek

Guests: Ms. Pamela Gabel, Executive Director of Shared Services Center; Mr. James Fuelling, Senior Customer Service Assistant; Mr. Adam Michoski, Accounts Payable Manager

3:25 SACUA tour of Shared Services with James Fuelling

3:53: Ms. Gabel

Ms. Gabel outlined the work done at Shared Services, which are connected to financial services, personnel records, and Human Resources.

Ms. Gabel said Shared Services has 240 employees, trained in “lean thinking” a methodology developed by Toyota that enables employees to identify and make process changes (https://en.wikipedia.org/wiki/Lean_thinking). The employees at Shared Services, whose responsibilities cover all 49,000 university employees, provide 23 services, take more than 117,000 phone calls and work on 65,000 cases a month for a total of over 2 million transactions a year. Professor Ahbel-Rappe asked if employees were over-worked. Ms. Gabel said they aim for their employees to be efficient but not over-worked.

Professor Manera asked if Shared Services encouraged feedback from campus constituents. Ms. Gabel said the Service Management and Quality Group (SMQ) team regularly seeks feedback. When issues are raised, they aim to fix them at Shared Services when possible, and otherwise they work with partners to remedy the situation. She added that Shared Services emphasizes professional development, flexible work arrangements and staff-led committees. The Center is also launching customer service surveys. Professor Gallo noted that faculty receive a lot of surveys; Ms. Gabel replied that Shared Services targets regular users with its surveys.

Chair Beatty asked about the turnover rate at Shared Services. Ms. Gabel said the turnover is 16-18% of employees per year, with most people leaving for jobs within other University units. Many Shared Services jobs are entry level, so the unit sees itself as an entry point to campus. Professor Ahbel-Rappe asked where Shared Services employees live. Ms. Gabel replied that the catchment area ranges from Toledo to Birmingham.

Ms. Gabel said that the center performance metrics have met or exceeded expectations 90% of the time, only falling below target at peak times such as Open

Enrolment. The Center has implemented 279 process changes implemented, and saves the University \$1,254,000 a year through lean processes.

Chair Beatty asked about the funding source for the Shared Services Center. Ms. Gabel replied that Shared Services is funded through a \$13,200,000 charge back for its services, which is based on unit Full Time Equivalents (FTE) and accounting journal Entries (<https://ssc.umich.edu/accounting-services/journal-entries/>). When the Shared Services Center opened in 2014 its budget for the ensuing year, 2015, was \$13,200,000 and it offered 10 services. It has expanded its program to 23 services with no additional cost to the University, and the number of employees has decreased from 287 at the time of the opening to the current 240. In sum, the Center has saved the University between 18 and 20 million dollars over 5 years, and has absorbed 20,000 hours of work. She added that thirty-three other higher education establishments have come to the University's Shared Services center to learn how they do what they are doing, and Ms. Gabel has given multiple presentations at professional conferences. Ms. Gabel said that while the Shared Services Center works on a model derived from the corporate world, its employees recognize that the University's model differs from a business, and she wants people to feel that they are part of the University's core mission. They are simply good at common business practices and make those transactions work more smoothly because of their experience. They do not want to become involved in activities that are unique to individual units.

Professor Manera said Shared Service is not necessarily more efficient, that she has encountered delays with time-sensitive purchase orders, and that faculty have been concerned about lack of accountability. Ms. Gabel said faculty have contacted her about issues with the Center's services, and she is open to receiving such direct communication, but it is more effective is to email the Shared Services service managers assigned to each unit. She said she would like to receive faculty feedback, but does not know how to get it. Professor Gallo said there are concerns about the lack of transparency for transactions, specifically regarding who is handling a task and where the task is in the process. She asked if there could be a place on the website that would enable people to discover who is responsible for a specific process at a specific time, so that they know who to contact. Ms. Gabel noted that people could follow up through the case numbers they are assigned. Professor Conway suggested that Faculty Senate might add a question on Shared Services to the annual Administrator Evaluation Committee (AEC) survey.

Professor Ahbel-Rappe asked if Shared Service employees take advantage of educational opportunities on campus. Ms. Gabel said yes, and they are encouraged to do so. Professor Ahbel-Rappe asked where the jobs at the Shared Services Center are posted and what kinds of qualifications employees have. Ms. Gabel said jobs are posted on the University job board. She explained that employees may be recent graduates, people returning to the work force after stopping out, and people stepping down to more bounded job roles at the end of their careers. Professor Marsh asked if the staff sees itself as being invested in the University as opposed to being part of a corporation. Ms. Gabel replied that the office encourages people to work directly with unit level administrators on campus (if they have been told that there is a problem, Shared Services staff will often take a "gemba" walk see: <https://kanbanize.com/lean-management/improvement/gemba-walk/>).

4:35: Call to Order

Chair Beatty called the meeting to order. She discussed the commencement ceremony on Saturday (<https://www.youtube.com/watch?v=RqmFTWh5jPQ>). Professor Lippert's funeral was on Saturday, May 4, 2019. Professor Schultz attended on behalf of SACUA.

Chair Beatty said Professor Ivo Dinov will assume the 2-year position on SACUA (<https://nursing.umich.edu/faculty-staff/faculty/ivo-d-dinov>) because he received the fourth highest vote count in the recent SACUA election held on March 18, 2019, making him the alternate.

Chair Beatty asked SACUA members to read the nominations for awards for next week's meeting.

Chair Beatty asked SACUA members to review the job description for the Director of the Faculty Senate Office. Professor Ahbel-Rappe suggested adding "outreach to faculty" to the job description (it will be added).

Executive Session

5.09 case

5:08: Adjournment

Respectfully submitted,
David S. Potter
Senate Secretary

University of Michigan Bylaws of the Board of Regents, Sec. 5.02:

Governing Bodies in Schools and Colleges

Sec. 4.01 The University Senate

"...[t]he Senate is authorized to consider any subject pertaining to the interests of the university, and to make recommendations to the Board of Regents in regard thereto. Decisions of the University Senate with respect to matters within its jurisdiction shall constitute the binding action of the university faculties. Jurisdiction over academic policies shall reside in the faculties of the various schools and colleges, but insofar as actions by the several faculties affect university policy as a whole, or schools and colleges other than the one in which they originate, they shall be brought before the University Senate."

Rules of the University Senate, the Senate Assembly and the Senate Advisory Committee on University Affairs:

Senate: "In all cases not covered by rules adopted by the Senate, the procedure in Robert's Rules of Order shall be followed."

Assembly: "The Assembly may adopt rules for the transaction of its business. In appropriate cases not covered by rules of the Assembly, the rules of the University Senate shall apply."

SACUA: "The committee may adopt rules for the transaction of its business."