But Where is the Library? : Reframing the Library at the University of Melbourne in a Shared Services Environment

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Overview

- Background and context
- Business Improvement Program
- The Melbourne Operating Model
- Principles of Shared Services
- Impact on the Library
- Challenges
- Opportunities
- Staying Connected

Image: Courtesy of Learning Environments, University Services; The University of Melbourne
Background – The University of Melbourne is a big business...

- Robust Student Demand
  - 45,000+ FTE students (34% international)
- Major Employer
  - 8,000+ FTE staff (49% professional, 51% academic)
- Commercially Focused
  - Melbourne Curriculum introduced in 2008
  - Melbourne Operating Model introduced in 2014

Established in 1853, the University of Melbourne (UoM) celebrated its 160th anniversary in 2013

Times Higher Education World Rankings 2015/2016
THE UNIVERSITY OF MELBOURNE
STRATEGIC PLAN
2015–2020
GROWING ESTEEM
What does success look like?

Growing Esteem strategy defines the major benefits

Vision
Providing current and future generations with education and research equal to the best in the world
Contributing to society in ways that enrich and transform lives

Distinctive and collaborative teaching that ensures thoughtful, superbly prepared graduates

World renowned research that addresses the challenges of our time

Deep engagement with culture, society and culture enabled by our people, infrastructure and resources

1. Enable Academic Performance
   - Support research income growth by reducing administrative load and building business development capabilities

2. Improve Student Experience
   - Increase student satisfaction by enabling online delivery of core services and enhancing student support:

3. Enable Professional Excellence
   - Enhance satisfaction with professional services delivery as well as overall professional staff engagement

4. Increase Efficiency
   - Reduce administrative costs and maintain cost discipline on an ongoing basis
The new Melbourne Operating Model

ACADEMIC DIVISIONS
Teaching and Learning
Research
Engagement

UNIVERSITY SERVICES
Operational support

CHANCELLERY
University Strategy
Policy
Capability
Capital
Brand
Shared service model

- Teaching
- Research
- Engagement

Strategy
Accountability

Business Framework

Chancellery
- Strategy
- Policy
- Capability
- Capital
- Brand

Academic Divisions
- Service Requirement
- Service Provision

University Services
- Expertise based services
- Transactional services

Service Levels
Transformative and Disruptive Change

• Not just about cost-cutting
• Re-balancing funding
• Headcount target
• Flattened Structure
### We’re not alone in shared services…

<table>
<thead>
<tr>
<th>Standard Services Scope</th>
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<tr>
<td><strong>Yale University</strong></td>
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<tr>
<td>• Yale Shared Services (YSS) principally provides support regarding:</td>
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<tr>
<td>- Financial Management (Budget Monitoring, Management Reporting)</td>
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<tr>
<td>- Transaction Processing (Procurement, Accounts Payable)</td>
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<tr>
<td>- Faculty Research Management Services provides services for research grants/projects and runs separately to YSS</td>
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<tr>
<td><strong>Michigan University</strong></td>
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<tr>
<td>• LSA Shared Services launched as a pilot program in 2008 and has now expanded services to include research contract/grant support &amp; events/communications assistance</td>
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<td>• Shared Services also combines Finance and HR transactional services for cost-effective and flexible operations for ADs</td>
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<td>• Strategic Sourcing offers a new systematic purchasing model aimed at achieving pricing efficiencies whilst maintaining high-quality vendors</td>
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<tr>
<td><strong>Berkeley University</strong></td>
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<td>• ‘BearBuy’ - campus-wide e-procurement system that streamlines processes and achieves long-term cost savings</td>
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<td>• Advising Council - co-ordinating and UCB’s student advising strategies</td>
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<td>• Campus Shared Services (CSS) provides a broad range of support for Finance, HR, IT &amp; Research Administration</td>
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<th>Timing</th>
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<tr>
<td><strong>Yale University</strong></td>
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<td>• Four year transformation program <strong>YaleNext</strong> launched in 2007</td>
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<td>• Yale Shared Service Centre officially launched in 2010</td>
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<tr>
<td><strong>Michigan University</strong></td>
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<td>• The <strong>Administrative Services Transformation Project (AST)</strong> launched in 2011</td>
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<td>• Full implementation by Jan-April 2015</td>
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<td><strong>Berkeley University</strong></td>
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<tr>
<td>• The <strong>Operational Excellence (OE) Program</strong> launched in Fall 2009</td>
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<td>• It is a multi-year program initiative aimed at building administrative excellence</td>
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<th>Targeted Benefits</th>
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<td><strong>Yale University</strong></td>
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<td>• Sustainably improve cost structure, compliance and service</td>
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<td><strong>Michigan University</strong></td>
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<td>• Wave 1 of the Strategic Sourcing initiative is expected to save $11.3M annually</td>
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<td>• Shared Services annual savings are forecast at $5M-$6M</td>
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<td>• Aimed at supporting the university cost containment goal of $120M</td>
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<tr>
<td><strong>Berkeley University</strong></td>
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<td>• Projected to reduce annual administrative expenses by $75 million</td>
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<td>• Procurement (BearBuy) - $10M in savings to date</td>
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<td>• Creating and maintaining effective and efficient operations</td>
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<tr>
<td><strong>Yale University</strong></td>
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<td>• Vision to be “a best in-class business and administrative support centre”</td>
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<td><strong>Michigan University</strong></td>
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<td>• The AST project is one of many major initiatives launched by UM. Others include: The Benefits Stewardship Initiative and NextGen Michigan</td>
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<tr>
<td><strong>Berkeley University</strong></td>
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<tr>
<td>• The Program is striving to “build a culture of continuous improvement” on campus</td>
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Source: Yale University, University of Michigan and University of California Berkeley websites
...but there are points of difference
Services are purchased

Buyers’ Committees

Membership¹

Nominated Dean
(Member/Chair)

University Services Portfolio Head
(Member)

Nominated Chancellery Representative(s)
(Member)

Nominated Client from University Services²
(Member)

Nominated Faculty/School Executive Director(s)²
(Member)

Head of University Services
(Member)

Other Nominated Academic Division Representative²
(Member)

Notes:
1) Depending on the agenda item other stakeholders from across the University may attend
2) As applicable
Our values

UNIVERSITY FIRST
WHAT'S IN THE BEST INTEREST OF THE UNIVERSITY?
- Are my decisions and behaviours informed by the University’s strategy?
- Have I suspended self-interest?
- Do I seek opportunities to be involved and enjoy the University?
WALK IN THEIR SHOES
- Understand the other person’s experience and expertise
- Take the time to properly understand their needs
- Don’t make assumptions

SERVICE EXCELLENCE
HOW CAN WE?
- Did we co-create the solution to our problem?
- Did I strive to deliver beyond expectations?
- Did I show curiosity? Generosity? Was I innovative?
OWN IT
- Don’t be a bystander
- Your contribution impacts the outcome
- Communicate early and often

ONE TEAM
CONNECT THE DOTS
- Did I look for opportunities to build relationships?
- Did I bring the right people together?
- There’s no wrong door
BE BRAVE, SAY IT
- Talk with - not about
- Respect differences, perspectives, expertise and ideas
- Empower people to operate with autonomy
Impact on the Library

- Timeframe
- Headcount – lost approximately 27 FTE
- 80% of library had to apply for their jobs
- Protests from students, academic staff, alumni
Challenges

• The “University Library”
• Strategy & Innovation
• Strategy vs. Operation
• Service-focused
• Student focus vs. Research support
• Patterns of influence
Opportunities

- Extends coherence for students
- New relationships and collaborations
- Accelerated some initiatives
- New partnerships
- New investment in physical libraries
Staying Connected

Research Committee

Collections Committee

People & Place Committee

Teaching and Learning Committee

Director, Research and Collections

Director, Scholarly Information

Image: Chain, Flicker - Astro Creative Commons Attribution
80% of financial benefits made available for reinvestment…

Forecast BIP Benefits
Benefits Include Impact of Inflation ($ m)

- **2015**: $39m
  - Property Lease: $1m
  - Gross Opex Procurement: $5m
  - Non-Salary: $5m
  - FTE: $34m

- **2016**: $78m
  - Property Lease: $21m
  - Gross Opex Procurement: $21m
  - Non-Salary: $2m
  - FTE: $55m

- **2017**: $92m
  - Property Lease: $33m
  - Gross Opex Procurement: $2m
  - Non-Salary: $2m
  - FTE: $57m

- **2018**: $95m
  - Property Lease: $34m
  - Gross Opex Procurement: $2m
  - Non-Salary: $2m
  - FTE: $59m
...but we’re not finished yet

- Early days
- People make it work
- Eye of the storm
- Intellectual agility and integrity
- Seek out opportunities

Image: Tropical Cyclone Glenda in the Indian Ocean, NASA Goddard Space Flight Center, Creative Commons Attribution