

The TEAM Initiative: Tufts Effectiveness in Administrative Management

February 2014

A Progress Report to Facilitate Further Discussion
and Deliberation within the Tufts Community

TEAM is one of the university's Strategic Initiatives. By redesigning and coordinating administrative services across the university, we will be in a better financial position to invest in Tufts' teaching and research enterprise and provide excellent services to our students and faculty.

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Please submit feedback on this report via
<http://tinyurl.com/tufts-team>.

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The TEAM Initiative: Tufts Effectiveness in Administrative Management

A PROGRESS REPORT TO FACILITATE FURTHER DISCUSSION AND DELIBERATION WITHIN THE TUFTS COMMUNITY

INTRODUCTION

As described in the university's T10 Strategic Plan, the Tufts Effectiveness in Administrative Management (TEAM) initiative is a critical step toward ensuring a sustainable balance between Tufts' aspirations and its resources. Higher education is facing unprecedented challenges, and even universities with extensive resources must examine how to remain financially strong while continuing to evolve their teaching, learning, and research mission.

The goal of university administration is to support students and faculty in learning and creation of new knowledge. Numerous regulations that govern the university's varied activities as well as the complexity of teaching and research across many disciplines require a substantial administrative infrastructure. The goal of TEAM is to improve administration and reduce costs. TEAM's recommendations are based on input we received from more than 700 members of the Tufts community during various open forums over the past year, and data from last summer's survey of work done by staff whose jobs include finance, human resources, information technology and research administration. This information confirmed that the distributed nature and overly complex processes of some administrative work make it difficult for staff to be efficient and for them to spend their time on the most important work in support of our core activities of teaching and learning, research and scholarship, and service to local and global communities.

TEAM's goal is to reduce the collective effort we currently commit to common and sharable administrative work. It is our belief that by coordinating administrative support, improving the way work gets done, and using better technology, administrative support can be more effective and less expensive. In managing the impact of a new way of providing administrative support, we will partner with and rely on local department and school leadership to make the best decisions about where, when, and how to realize and reinvest the savings from TEAM. We value the cherished culture at Tufts and will implement necessary changes with our community in ways that work to preserve this culture.

We are aware that TEAM comes at a time when faculty, administrators, and staff already feel pressure to do more with limited resources. We do not want to simply change how work is done; we want to improve how we support each other and make the best use of Tufts' resources.

The intent of this progress report is to share with you, our entire community, what has occurred with the TEAM initiative to date, and to offer faculty and staff opportunities for additional discussion and deliberation. We want to ensure that you are involved in helping us prepare Tufts for a future of continued excellence in higher education.

Sincerely,

Anthony P. Monaco
President

Patricia L. Campbell
Executive Vice President

CREATING A MORE EFFECTIVE ADMINISTRATION

TEAM is taking a comprehensive, university-wide view of administrative work, with a spotlight on routine tasks, transactions between departments, and redundant processes. Several TEAM working groups, comprising broad representation from across the university, have identified important opportunities for us to be more accountable and to operate more effectively in these areas: **Research Administration, Procurement, Information Technology, Human Resources, Finance, Web Services, Advancement, and Operations.**

By simplifying the complicated; revising outmoded tasks; clarifying policy, responsibility and authority; and maintaining our commitment to quality, we can build a more effective administration. By fostering collaboration and engendering trust, we can identify ways to conserve and best utilize limited resources. TEAM is an opportunity for all of us to learn to manage our administrative resources in financially sustainable ways, without foregoing quality of service.

Similar efforts at other institutions are reported to have established large and remote staff organizations that are geographically separate from the core teaching and research activities of faculty. Instead, Tufts will honor its community-based culture to find the right balance between preserving unique local needs and leveraging repeatable work into a support services organization.

The Economic Imperative

In President Obama's 2013 State of the Union address, he said, "Colleges must do their part to keep costs down, and it's our job to make sure they do." Federal funding for research is increasingly limited and highly competitive. At the same time many federal and state government officials, the media, and the general public are questioning and examining the cost and the value of higher education in its current state. The recent recession has made donors more cautious, and in fact, Moody's Investment Service has recently downgraded its financial outlook for the higher education sector to negative while noting that elite schools with large resources will fare better than others.

Tufts University is a highly selective institution that rigorously competes with other elite universities for the best students and faculty, and for research funding. In order for Tufts to continue to remain competitive in light of the challenges faced by all of American higher education, internal economic factors at Tufts require that we examine our spending. Our endowment per student, when compared with that of our peers, is among the lowest. In recent university-wide budgets, expense growth has exceeded revenue growth and if this continues, it will result in budget deficits (See Figure 1). Long term, this would create an untenable situation for Tufts, though not unlike what many other U.S. colleges and universities are facing. Without appropriate levels of surplus, Tufts will not be able to invest in the program development and facilities needed to retain the world-class faculty and exceptional student body of whom we are all so proud.

Some wonder why Tufts, with its strong financial position in recent years, now has to be concerned about budget deficits. While there are many reasons for this, including the need to remain a leader in a competitive environment, the primary reason is that the largest percentage of our revenue comes from tuition, and we are all sensitive to the need to moderate the increase in the cost to students. Therefore, as increases in the largest source of revenue are limited, and expenses for costs such as salaries, benefits, technology, and facilities

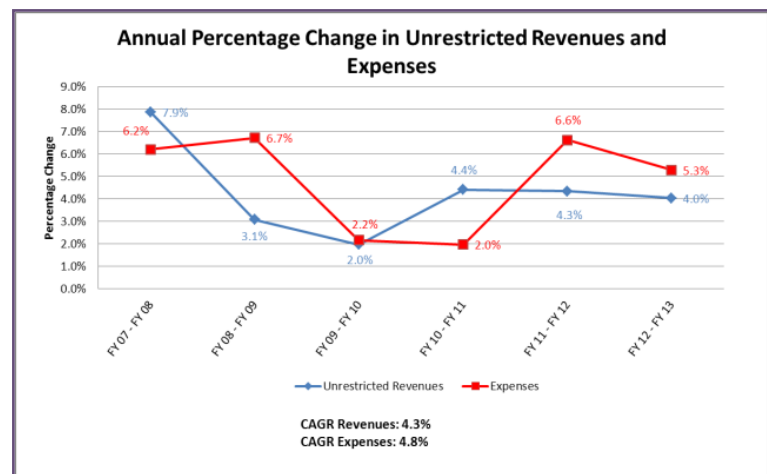


FIGURE 1: THIS GRAPH PLOTS THE RECENT ANNUAL PERCENTAGE CHANGE IN REVENUES AND EXPENSES AT TUFTS, MEASURED BY COMPOUND ANNUAL GROWTH RATE (CAGR).

THE TEAM INITIATIVE: TUFTS EFFECTIVENESS IN ADMINISTRATIVE MANAGEMENT

increase, we have increasingly constrained budgets. Some also have questioned the wisdom of Tufts recent long-term financing for our capital needs, referred to as a *century bond*. Tufts has regularly obtained debt financing for capital investments and would have taken a number of smaller debt issues incrementally if it had not been able to issue a century bond. Tufts is among a small number of universities that have a double-A credit rating, supporting our ability to obtain credit at favorable rates. It is in Tufts' best interest to retain this credit rating.

TEAM can help reverse the trend of expenses exceeding revenues and when fully implemented, TEAM will save the university approximately \$15 million annually. This is equivalent to the annual payout from a \$300 million endowment, which is equivalent to 20 percent of our total current endowment, or the average value of scholarship for 430 undergraduate students. These savings will help direct resources toward investment in core academic programs and help to reverse the trend of higher investment in administration than in faculty. At a recent town meeting, faculty questioned the growth in administration. Over a 10 year period the number of administrative staff has grown at a rate of 1.5%; however, the number of director-level administrators has grown at a rate of 3.1%. This is in comparison to a 1.3% growth rate for faculty.

The estimated total cost to implement the recommendations of the TEAM initiative is approximately \$23 million (a one-time cost over three years). This cost is for new systems, project management, and workforce training and transition. Included in this estimate is the cost of assistance we received from Deloitte and Huron consultants during the assessment and early design phases of the TEAM initiative. This assistance supported a comprehensive approach to identifying opportunities and benchmarking against other institutions. This cost estimate also includes a number of projects that would be necessary even if we were not motivated to provide a comprehensive approach to effective administration. Some examples; the current applicant tracking system used by Human Resources to support employee hiring will no longer be supported by its current vendor; new research administration systems are required to meet the growing needs of faculty; many Personnel Action Forms have been tediously completed and managed by hand; a system to track and respond to technology support inquiries; and an updated budget system to improve financial planning and management. Many of these system expenses are necessary and would have been implemented without initiating a comprehensive program like TEAM.

We have learned much from the work done so far and know that the next step is to adapt this information to the unique needs at Tufts. We will continue to use consultant expertise, but only in specific and focused efforts, such as the budget system implementation. The changes and decisions in administration at Tufts will not be driven by outside consultants, but by the identified needs and the work of our current administrative staff and guided by community discussion and deliberation. We also are learning from other institutions that are initiating changes in administration. Among the lessons learned are the importance of communication and broad input; the need to tailor solutions to specific situations; the need to move incrementally; the importance of the personal touch at Tufts; and the fact that outside expertise, is not a replacement for the expertise and knowledge at Tufts. In the [Next Steps: Discussion and Deliberation](#) section of this report, you will see many opportunities for all to be part of TEAM.

While administrative expense reduction is not a complete answer to our economic and competitive challenges, it is our responsibility to students, parents, and donors to strive for improvement. Effective and efficient administration will help our faculty advance their teaching and research and contain the rising costs of an excellent education for our students and their families.

Summary of Opportunities

Appendix B has more Complete Descriptions of Each of these Areas

TEAM's analysis of administrative work at Tufts focused on the following areas:

RESEARCH ADMINISTRATION

Unify pre- and post-award work to simplify interactions in Research Administration and to improve local administrative support in areas that are not well served. The goal is to improve service to investigators so that Tufts can be more successful in carrying out our research and attracting external funding. We do not expect cost savings; rather, we will have a model that is better able to support research productivity.

PROCUREMENT

Tufts' purchasing specialists will ensure we follow rigorous procurement standards to maximize our purchasing power and secure best pricing. The goal is to save money and improve purchasing practices so that we spend less while being highly responsive to school, department, laboratory, and individual needs for equipment, materials and services. Improvements in purchasing will also support the specialized needs of teaching and research that must be purchased as unique items.

INFORMATION TECHNOLOGY (IT)

Centralize oversight and integrate IT organizations across the university, enabling Tufts to provide 24/7 first-tier support service to answer questions and provide technology help. The goal is to position technology to support Tufts as a leading university; expand our capacity to support our technological needs in particular for teaching and research; increase access to common tools at a reduced cost; leverage our purchasing power; and explore innovative technologies without spending money on redundant efforts.

HUMAN RESOURCES (HR)

Human Resources will shift how it manages work to increase satisfaction with basic services and provide more tailored and consultative services. The goal is to simplify activities and be more responsive to inquiries so that we reduce the frustration and time spent on them. We will do this with clear policies and expertise in a support service organization. This will enable HR to invest more effort to support employees in training and development, support managers in strategic decisions about organizational design, and improve our ability to recruit and retain excellent employees.

FINANCE

Introduce a new budgeting system to reduce the effort that goes into budgeting and managing shadow systems today and reframe support for budget development and management, interdepartmental requisitions (IDRs), journal entries, accounts payable transactions and travel and expense reporting. The goal is to reduce the effort involved in transactional budget and finance work; to improve availability of information for analysis and strategic planning; and to provide support for smaller departments or individuals who currently put extensive effort into transactions that can be better performed by a budget expert. TEAM will not alter the authority that leaders and managers now have at various levels of the organization to define what budgets should be and how they are executed.

WEB SERVICES

Create an enhanced Web Services team to help standardize access to state-of-the-art web tools for an appropriate investment. The goal is to have a Tufts web presence that matches the excellence of Tufts in ways that facilitate access to information while providing the appropriate representation of the university.

ADVANCEMENT

Expand the use of metrics to measure the effort and performance of fundraisers to help ensure that a fundraiser's time is put to the best use. The goal is to provide the best administrative support in our work to fundraise and engage alumni and donors.

OPERATIONS

Update Tufts' infrastructure and invest in efficient energy and utility systems to reduce emissions and return financial savings. Improvements will be made in the capital project management process, facilities support, and communication with the community. The goal is to create a modern and sustainable approach to how we provide the infrastructure and facilities required to support our core mission of teaching and research.

The Impact on Work

TEAM will result in changes to our administrative organization that will impact the way we work and the work we do. The scope of the TEAM initiative includes the changes outlined in this report as well as a vision for administrative effectiveness that fosters a more collaborative, service-oriented approach. The initiative does not include activities that occur in our classrooms, research labs, and hospitals and clinics.

As we complete the assessment and early design phases of TEAM, we are discovering opportunities to redeploy resources so that we can benefit from the effectiveness of newer ways of working in the future. Large complex programs take time to assess, plan, and implement. As a result, it is often not possible to define proposed changes in enough detail to share broadly until such programs enter the implementation phase. The proposed changes identified in the assessment phase of TEAM are only detailed enough to evaluate the potential benefits that could be realized by implementing them. Detailed design of proposed changes happens in the TEAM Implementation Phase. This is why we are not yet able to answer some of the questions you have asked. As we begin to define our work in more detail, we want and need your input. We will be reaching out to you to ensure we benefit from your participation.

Certain responsibilities, primarily in the areas of Human Resources, Finance, and Information Technology, are currently performed by more than 1,000 people across the university. On a gradual timeline, we will transfer these tasks to a new Tufts support services organization that will be accountable to all members of the university for delivering quality support. New jobs will be created in support services, and we will encourage interested, current employees to apply. We want to fill the majority of those new positions with qualified internal candidates, minimizing the need for external hires. Support services will embody a new, more collaborative, and customer-focused approach to work, and internal hires with institutional knowledge, cultural awareness, and productive working relationships will be instrumental in helping to establish the new organization. Over time, we anticipate an overall reduction in administrative staffing levels across the university. Eventually, we envision that some positions will shift responsibilities or evolve to meet new demands for administrative support. As change occurs, the central administration, departments, and schools will partner with Human Resources to determine how best to transition our workforce to a new way of performing their jobs. In managing the impact, TEAM will share its recommendations with and rely on local leadership to help make the best decisions about where, when, and how to realize the inherent savings and to determine where to reinvest those savings. As mentioned earlier, budget responsibility will remain with schools and divisions, and while it will be necessary to financially support new services, it will be the responsibility of school and department leaders and managers to make the decisions about the staffing needs in their areas.

Tufts has always tried to apply care and thoughtfulness to its relationship with employees. We will make managing these incremental changes through the normal retirement and turnover that occur naturally a priority; however, some jobs will be eliminated as a result of these changes. Staffing decisions will take place after careful deliberations, and there will be resources in place to support any job transition.

Though the broad and systemic changes being proposed through TEAM will clearly have an impact on activities in schools and departments, we understand that school and department support are the back bone of the academic enterprise. We will ensure that all units will continue to have strong and capable administrative support.

NEXT STEPS

We are being deliberate about the pace of implementation, approaching change step by step, and not all at once. We will continue to actively involve faculty, deans, staff and our functional experts. We understand that each area of Tufts has its own unique culture and special approach to completing its work, TEAM will proceed with the approaches that work best for Tufts and also respect these differing needs. Financial progress will be measured to deliver project results that facilitate both immediate and long-term savings, so that we can reach our goal of reinvesting in our academic priorities and make Tufts more financially secure.

First steps early in 2014 will include extensive communication and consultation across the university and in particular with faculty and staff as we work to complete an implementation plan. Again, in managing the impact of a new way of providing administrative support, we will rely on local leadership and their managers to help make the best decisions about where, when, and how to realize the inherent savings and determine where to reinvest those savings. For some opportunities decisions have been made and the next steps are clear, while other aspects of TEAM require further input and deliberation.

One of TEAM's first actions will be to develop new budgeting and customer relationship management (CRM) technologies. The budget system will eliminate the many redundant shadow systems that have been created locally to manage finance and significantly enhance our financial reporting capabilities. The CRM will track and monitor requests for administrative support from faculty and staff in order to provide Tufts support services with the capability needed to deliver more timely and accurate services. Next, we will recruit senior leaders to manage the coordination of pre- and post-award research administration and the evolution of the Tufts support services organization.

The Tufts support services organization will streamline and revise the tasks that have been described by our community as complex or outmoded work carried out by many people, resulting in unnecessary duplication of efforts. With the help of experts who participated in working groups, TEAM working groups have analyzed workflow for certain functions that will move into the Tufts support services organization. This analysis will be available during the activities described in the Discussion and Deliberation section below. We will design and develop a coordinated systems interface to the Tufts support services organization. This technology will thoughtfully organize and consolidate the information we need to reduce our administrative work. The Tufts support services organization will have multiple ways to provide assistance including walk-in, phone, and email.

Discussion and Deliberation

To be successful, TEAM requires input, involvement, and critical support from faculty and staff in Boston, Grafton, and Medford/Somerville. We understand that support for this work depends on members of the Tufts community seeing where their contributions are reflected in the changes we make. TEAM is an opportunity not only to improve our work efficiency, but also to strengthen our community by bringing people from all three campuses into one of the first cross-functional, cross-campus, strategic initiatives within the Tufts Strategic Plan portfolio. All of us are able to contribute new perspectives, build new relationships, and

Share Feedback

As you review this progress report from TEAM, please consider sending your ideas, questions and concerns to us via a [FEEDBACK FORM](#). Frequently asked questions will be posted on the TEAM website, located at <http://go.tufts.edu/team>.

strengthen our community in support of developing a more unified Tufts culture. We will need to work as a community to ensure that we continue to be a “university of choice” for exceptional faculty, students, and staff.

TEAM will involve faculty by:

- Creating a Faculty Leadership Group to formally include Tufts’ faculty perspectives in the TEAM implementation;
- Providing regular updates by participating in meetings with faculty wherever possible; and
- Including faculty in working committees, advisory groups, TEAM-specific forums and focus groups, surveys, and project work.

TEAM will involve staff by:

- Including staff in working groups, lunch and learn information sessions, focus groups, surveys, participation in current staff meetings, cross-campus communication teams, and project work;
- Providing clear communication, training and education, and TEAM-specific forums; and
- Posting all new positions to provide new opportunities; and
- Specifically, TEAM will further engage Tufts faculty and staff within currently established groups and forums as well as by creating new groups and forums that will ensure community-wide and focused participation in key areas of planned improvement.

Below are examples of the venues that TEAM will be using to further receive input:

- Provost’s Council (see Appendix C for membership)
- Board of Trustees
- Academic Council (see Appendix C for membership)
- Administrative Council (see Appendix C for membership)
- Chief Information Officer Council (will be established in early 2014)
- External Boards of Advisors
- School-specific faculty and staff meetings
- Division-based faculty and staff meetings
- Focused Information Technology groups:
 - Educational Technology Services
 - Research Technology Services
 - Administrative Services (involves more administrators than faculty)
 - Information Stewardship and Data Governance
 - Architecture & Standards
- Budget Advisory Committee
- Faculty Advisory Group for TEAM Research
- Research and Graduate Program Council
- Strategic Communications Council
- TEAM Executive Committee
- TEAM Communications Working Group
- TEAM Community Ambassadors Team
- And Others

One of our first community-wide activities to share our current work will be the launch of the TEAM Initiative Poster Sessions in March and April on the Boston, Grafton, and Medford/Somerville campuses. These sessions will provide you with a “tour” of the TEAM program to share the specifics of the proposed TEAM Working Group recommendations for improvement, answer your questions, and solicit your ideas and feedback. Shortly after the sessions, the TEAM Program Management Office (PMO) will send you a report to address your questions, share common themes from community input, and point out where TEAM will be employing your recommendations.

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In the near term, TEAM will seek further recommendations. In particular, we will want to consider what service levels (e.g., how fast you need specific types of information) should be expected so that we can measure how to meet your needs. In the next few months, TEAM will be convening subject matter experts, who are closest to the work at hand, to help think about how to implement the proposed Working Group recommendations. More vetting, discussion, and consensus building is needed to implement TEAM work improvements, and since many different groups participate in current work processes, we will need your help to ensure that we can collaborate to work in better ways. The following table summarizes areas within TEAM that are ready for implementation or ready for discussion and development.

Ready for Implementation	Ready for Discussion & Development
<p>HR: Deploy a new Applicant Tracking System technology with standardized job descriptions to recruit and expand our capacity and capability for identifying qualified candidates to fill positions more efficiently. Uniform sign-on for Employee Self-Service.</p> <p>Research Administration: Recruit an associate/assistant vice provost of Research Administration to bring pre- and post-award work together and to simplify and reduce faculty and staff efforts for attaining grants.</p> <p>IT: Give the Chief Information Officer responsibility for oversight of information technology resources and decision-making; provide 24/7 support services to answer questions and provide basic technology help.</p> <p>Finance: Select a new budgeting system.</p> <p>Procurement: Utilize enhanced sourcing capability and consolidated purchasing techniques.</p> <p>Operations: Implement new structure and capital project management including executive capital committee, program and sponsorship groups for specific projects, and annual capital planning and budgeting.</p> <p>Advancement: Expand the use of metrics to measure and report the effort and performance of fundraisers</p>	<p>Tufts support services organization (HR, Finance, & IT): How will we bring common repeated transactions into one place while preserving local service delivery?</p> <p>HR: Electronic Personnel Action Forms (ePAF).</p> <p>Research Administration: How to bring pre- and post-award work together to simplify and reduce faculty and staff efforts for attaining grants. How can we improve local support?</p> <p>IT: How will locally-based IT services and operations become part of an integrated IT organization? What are the right metrics to include in the Service Level Agreement (SLA) in order to best serve the Tufts community?</p> <p>Finance: How to utilize a new “center of expertise” for budgeting?</p> <p>Procurement: How to implement to incrementally include all purchasing without inhibiting purchasing of specialized items required for teaching and research.</p> <p>Web Services: How best to establish a university-wide web services group to provide a consistent “look-and-feel” to the Tufts’ web presence.</p> <p>Operations: Decisions regarding investments in utility and energy infrastructure; improvement in facilities services deployment, procurement, and communication.</p> <p>TEAM Community Engagement Approach; Advising the TEAM project team on how you best receive information and how you would like to contribute to the TEAM initiative.</p> <p>TEAM Oversight: What are the right levels of service that can be agreed to, measured, and monitored (SLAs) and what is the structure for this oversight?</p>

As you review this progress report from TEAM, please consider sending your ideas, questions and concerns to us via an online [Feedback Form](#); frequently asked questions will be posted on the TEAM website, <http://go.tufts.edu/team>.

Oversight of Administration

As we implement new technologies and new ways of working, we will need to lead and manage both the strategic and operational dimensions of our administrative organization. We will be developing a model that improves the definition and description of how decision-making happens at multiple levels in our organization. By clarifying service level expectations we can create a way for measuring performance and determining the appropriate level of investment to achieve these expectations. We will seek input from key advisory groups, such as a Faculty Leadership Group, as well as from teams with functional and academic expertise to arrive at the correct level of service with the necessary investment.

CONCLUSION: IT TAKES A TEAM

Working together, across the university, we can ensure that Tufts' investment in TEAM makes us more competitive, more effective, and more deliberate about how we build the best administrative infrastructure to support faculty and student endeavors. By implementing the TEAM initiative, we are proactively moving Tufts forward to prepare for and anticipate unpredictable changes in the competitive higher education marketplace. By taking advantage of new technologies and ways of working, we will protect our ability to recruit and retain the best and brightest for the Tufts community.

Although mentioned earlier in this paper, it is important enough to repeat. As we complete the assessment phase of TEAM, we are discovering opportunities to redeploy resources so that we can benefit from the effectiveness of administrative best practices in the future. Large complex programs take time to assess, plan, and implement, and as a result, it is often not possible to define proposed changes in enough detail to share broadly until the programs enter the detailed design work of the program's implementation phase. To date, proposed improvements are only detailed enough to evaluate the potential benefits that could be realized by implementing them. Detailed design of how proposed changes are put in place occurs in the TEAM Implementation Phase. This is why we are not yet able to answer some of the questions you have asked. As we begin to define our work in more detail, we want and need your input.

After comprehensive implementation planning is completed, we will move into the implementation phase of TEAM. There are four steps of implementation, and we are just beginning. The first step is to further define each proposed change in enough detail to ascertain how it can be best implemented. Next, we need to design the systems and changes in the way we work so that we can explain the proposed changes to those they may affect. Then the specific systems and materials needed to work in the new way are built and tested with additional input from the staff and faculty who will be using them. Finally, everyone is educated and prepared to "go-live" with the new ways of working.

Some specific areas of TEAM, such as HR's applicant tracking system, will move forward because the current technology will be discontinued before the overall TEAM program enters into its implementation phase. In addition, most of these technologies are necessary to sustain our current work, and we are able to take advantage of upgrading our day-to-day tools to improve our work. Our community involvement plan will ensure that there are multiple ways for staff and faculty to provide input as we go along. We look forward to continuing this important work with you.

CONTACT TEAM

We continue to seek your input and advice regarding the changes outlined in this document. You can email us at team@tufts.edu, or share your thoughts anonymously via an online [Feedback Form](#); frequently asked questions will be posted on the TEAM website, <http://go.tufts.edu/team>.

APPENDIX A: TEAM ORIGINS AND PROCESS TO DATE

With an eye toward identifying ways to improve the workplace, the Administrative Council (see member list below) commissioned the Excellence at Work surveys that concluded in 2010. Collectively, we identified ways to improve the quality of our work and work environment by encouraging interdepartmental communications, reducing red tape, and supporting the professional development of our staff. TEAM is an opportunity to act on what was learned from Excellence at Work. Taking a comprehensive, university-wide view of transactions and processes, TEAM identified several opportunities to operate more strategically.

TEAM began with a comprehensive assessment of all administrative services at Tufts, excluding labs, classrooms, and hospitals and clinics. Our assessment included comparisons to best practices among our peers and incorporated feedback received through the Excellence at Work survey, in which many employees told us that we should reduce red tape and streamline administrative workflow. We also offered multiple opportunities for staff to participate through interviews, focus groups, surveys, town hall meetings, online forms and other feedback channels.

Over the course of 2013, TEAM engaged in a variety of ways with more than 700 faculty and staff, who described their experiences with administration as complex, redundant, and lacking clear policies and authority for decision making. TEAM also administered an activity survey to staff, which confirmed that many administrators perform the same activities, and if relieved of some of those transactions, could work more effectively. Helping Tufts were Deloitte and Huron consultants who brought information about how other organizations are organized and staffed to provide administrative services. With this information, we identified opportunities for improvement in the areas of research administration, human resources, finance, information technology, web services, advancement and operations which included energy use and procurement, capital project management and facility services.

We then formed working groups around these opportunities and convened people who perform the work to design improved ways of working. In many cases, working groups expanded into sub-groups to include more perspectives and to deepen our understanding of how we can do administrative work better (a list of these groups appears below). All groups learned more about the specific work processes that can be improved and developed step-by-step workflow maps that will establish a common understanding of how we can begin to create more effective administrative services. TEAM also delivered presentations to faculty at most schools and invited faculty and staff to participate in interactive and informal conversations about TEAM.

TEAM Working Groups

Area of Focus	Working Groups and Committees
Advancement	Sponsor Group, Working Group
Finance	Finance Sponsor Group, Working Group, and Extended Team
Finance: Procurement	Contingent Labor, Food, Lab Supplies, MRO and Facilities Services, Sponsor and Source Category Team, Subscriptions, Sponsor Group, Working Group
Human Resources	Benefits Administration, Employee Data Administration, Employee Performance and Development, HR Customer Support, Leave Administration, Recruiting and Onboarding, Sponsor Group, and Working Group

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Information Technology	Application and Infrastructure Services, Classroom and Events Management, Customer Support Services, Endpoint Management, License and Contract Management, Service Design, Sponsor Group, University Partnerships, Working Group
Operations	Capital Construction Initiatives, Energy and Sustainability Initiatives, Facilities/Finance Organizational Subgroup, Sponsor Group
Research Administration (RA)	Co-leaders RA Process Mapping Subcommittees, Faculty Advisory Committee, Post-award Subcommittee, Pre-award Subcommittee, Sponsor Group, Working Group
Web Services	Sponsor Group, Working Group

APPENDIX B: DESCRIPTION OF OPPORTUNITIES

Research Administration

THE GOAL OF THIS EFFORT IS TO IMPROVE SERVICE TO INVESTIGATORS SO THAT WE CAN BE MORE SUCCESSFUL IN CARRYING OUT OUR RESEARCH AND ATTRACTING EXTERNAL FUNDING. WE DO NOT EXPECT COST SAVINGS; RATHER WE WILL HAVE A MODEL THAT IS BETTER ABLE TO SUPPORT RESEARCH PRODUCTIVITY.

The multiple units supporting Research Administration at Tufts create a complex and sometimes contradictory environment for faculty engaged in research. By developing a more coordinated approach to Research Administration, unifying our practices and creating consistent approaches and principles, we can enhance our ability to produce field-leading research and increase grant funding in individual disciplines as well as across departments and schools.

Through TEAM, we identified opportunities to reduce the administrative burden on principal investigators (PI) and expedite the overall process. The first step is to recruit for a new position in the Office of the Vice Provost for Research who can help to unify and make consistent our approach to pre- and post-award support. A second key step is to identify how we can reduce administrative burdens on some PIs by improving local and geographically located support.

The first step in improving Research Administration will be to unify responsibility for pre- and post-award administration within the Office of the Provost, with dotted-line accountability for financial compliance

from the Finance Division. This collaborative pre- and post-award Research Administration unit will streamline processes and procedures while efficiently devising creative approaches for atypical situations. Within this all-encompassing hub of activity, units that have been separate will be unified and able to work seamlessly to provide superior support to local research administrators, be responsive to investigators and deans, and manage Tufts' external relationships with our funding sources. To accomplish this, we will need a strong leader, reporting to the vice provost for research, to coordinate the work that happens within this hub.

TEAM's working group on Research Administration produced documentation that indicates the critical importance of knowledgeable, local research administration with immediate access to an expert centralized team. There are a number of departments and research faculty who already have high-quality support for research administration. However, there are also many faculty who do not have local support or who have no back up if staff are out. Therefore, a second step will be to establish appropriate, local support levels to improve resources for investigators who currently lack such support and to improve coordination for consistent and up-to-date information among central and local research administrators. These geographically located nodes will preserve the culture of the principal investigator and benefit from the high-touch relationships they develop with individuals in the hub.

These changes will be made gradually. They will establish more efficient and consistent research administration practices university-wide and will not disrupt support levels for principal investigators who currently have excellent support.

Procurement

THE GOAL OF THIS EFFORT IS TO SAVE MONEY AND IMPROVE PURCHASING PRACTICES SO THAT WE SPEND LESS.

Currently, purchasing decisions are made throughout the university, which limits our purchasing power and our ability to secure the best pricing. By taking a more deliberate approach to purchasing and applying best

Engaging Tufts' sourcing and procurement specialists will ensure we follow rigorous procurement standards to maximize our purchasing power and secure best pricing.

practice procurement standards, the Purchasing Office can save money while being highly responsive to

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school, department, laboratory, and individual needs for equipment, materials and services. We have already begun to review contracts and have saved resources in some areas. For example, savings in purchasing for central departments are being committed to partially fund the Bridge Professorships program, described in the T10 Strategic Plan. We can realize additional savings by ensuring that the school, department, laboratory or individual defines the requirements for a purchase, and our purchasing experts then work to ensure the best value.

Information Technology

THE GOAL OF THIS EFFORT IS TO POSITION TECHNOLOGY TO SUPPORT TUFTS AS A LEADING UNIVERSITY AND TO EXPAND OUR CAPACITY TO SUPPORT OUR TECHNOLOGICAL NEEDS, LEVERAGE OUR PURCHASING POWER, AND EXPLORE INNOVATIVE TECHNOLOGIES WITHOUT SPENDING MONEY ON REDUNDANT EFFORTS.

At Tufts today, numerous, overlapping Information Technology (IT) services are provided by multiple organizational units. This distributed support model was defined in the 1990s when coordination among IT service groups and consistent access to shared enterprise services was less essential for school and university success. Today's work and sophisticated technology requires greater orchestration of Tufts' IT resources and services. By taking an integrated approach to managing IT operations, we will ensure that critical services are accessible, supported, sustainable, and consistent for the entire community. Coordinating Tufts' collective IT expertise and resources will reduce the cost and complexity of providing common IT services. As proposed, all IT operations will be accountable to the university's Chief Information Officer (CIO). The CIO will establish an IT leadership team involving local and central IT management and a university-wide governance structure to guide the creation of a unified IT organization and coordinated portfolio of IT support services. Under the direction of the CIO, IT leaders will work closely with school leadership and local committees to assess IT needs and priorities and develop an effective and responsive IT service model. Local IT management will continue to be responsible for day-to-day operations within their school or division as the new organizational

Numerous and overlapping IT services add complexity and costs to our operations and make it difficult to measure success and identify university-wide priorities. By taking an integrated approach to managing IT operations, we will ensure that critical services are accessible, sustainable and consistent for the entire community. TEAM proposes that all IT operations integrate their services and be accountable to one leader, who will work closely with schools and local committees to orchestrate the next era of IT at Tufts. Other work to coordinate our IT organization will continue, including the creation of a 24/7 service desk to assist faculty, students, and staff with support questions on common IT applications.

model is designed and implemented. Changes to Tufts' IT organization will be made incrementally so that services are maintained as new processes and structures are developed.

An initial focus of the IT leadership team will be the creation of a 24/7 service desk to assist faculty,

students, and staff with support questions on common IT applications. In addition, a comprehensive classroom technology plan and classroom support team will be established to support all three campuses. Rationalization of software and infrastructure, and the creation of integrated application support teams will follow. Efficiencies gained by sharing resources in this manner will enable new investments in critical educational and research technology services.

Coordinating how we procure and manage technology has already proven effective at reducing support costs for IT. Recent examples, including university-wide licensing of software for multimedia development, data storage, and online survey tools, have greatly increased access to common tools at a reduced cost. Likewise, through economies of scale and adoption of common IT standards and practices, Tufts can better ensure that current technologies are available in classrooms, labs, and offices across campuses.

Implementing an integrated operating model for IT will better position Tufts to respond to the emerging challenges and opportunities in the schools and divisions. Thoughtfully bringing together our significant but

currently fragmented IT resources will foster operational efficiency and enable increased focus on mission-critical services.

Human Resources

THE GOALS OF THIS EFFORT ARE TO SIMPLIFY AND CLARIFY ACTIVITIES THAT ALL EMPLOYEES MUST ENGAGE IN SO THAT WE REDUCE THE FRUSTRATION AND TIME SPENT ON THEM, AND TO ENABLE HUMAN RESOURCES (HR) TO INVEST MORE EFFORT IN SUPPORTING EMPLOYEES IN TRAINING AND DEVELOPMENT, SUPPORTING MANAGERS IN STRATEGIC DECISIONS ABOUT ORGANIZATIONAL DESIGN, AND TO IMPROVE OUR ABILITY TO RECRUIT AND RETAIN EXCELLENT EMPLOYEES.

Currently, the HR department receives numerous service inquiries, sometimes as many as 600 messages per week about time entry and an average of 5,000 inquiries monthly from employees across the university who are responsible for supporting or tracking transactions using outmoded paper forms. Representatives from across the university have shared their frustrations with existing HR's processes.

Human Resources receives an abundance of service inquiries that take a lot of resources, in part because issues pass through many hands. The department wants to shift the way it manages and respond to employees, increase satisfaction for basic services, and support this work with smart technology choices. To accomplish this, the HR department will revise the role of the HR Business Partner, to provide tailored and consultative services, and develop Centers of Expertise to focus on HR programs and policies. A new process for recruitment is scheduled to be rolled out in mid-2014.

To shift the way HR manages and responds to the transactional needs of employees, the department will realign its internal organization. HR can deliver a higher level of service and increase employee satisfaction with such

transactional services as processing payroll by redesigning how it engages with the Tufts community. HR's new service model will entail:

- **Establishing a group within a new Tufts support services organization to handle transactional HR services, including payroll processing.** Work performed today in the HR Service Center will be moved to a new Tufts support services organization. Expected to open in the next academic year, Tufts support services will establish cooperative service contracts with schools and central divisions. It will focus on providing a high level of service and responsiveness to Tufts employees. An enhanced website will improve access to HR-related information, including benefits and policies. Additional efficiencies will be gained by automating processes for employee data management, that are currently paper-based.
- **Redefining the role of HR Business Partners.** A new framework for HR will align their roles with Tufts' strategic needs and provide tailored and consultative services to staff and faculty on HR issues impacting departments and schools.
- **Developing Centers of Expertise (COEs) that focus on the design of HR programs and policies.**
 - One COE will streamline the recruitment process, introduce a new applicant tracking system, and provide full-cycle support to employees, including recruitment, career development, and succession planning.
 - A second COE will focus on policies, programs, and practices related to benefits and compensation. This COE will undertake a need assessment to develop strategies for attracting and retaining the best workforce.

With the responsibility to meet the basic service needs of employees transferred to a support services organization, the HR department will develop the expertise to provide tailored strategic and consultative services to staff and faculty on HR issues impacting their department or school. This transformation of services will streamline how employees receive assistance with their transactional needs and allow HR to concentrate on assisting and guiding units within Tufts toward practices that attract and retain the best employees, such as organizational design, training, development, and coaching, as well as support for managers with

performance measurement and assessment.

Finance

THE GOALS ARE TO REDUCE THE EFFORT INVOLVED IN TRANSACTIONAL BUDGET AND FINANCE WORK; TO IMPROVE AVAILABILITY OF INFORMATION FOR ANALYSIS AND STRATEGIC PLANNING; AND TO PROVIDE SUPPORT FOR SMALLER DEPARTMENTS OR INDIVIDUALS.

Across the university, there is a significant opportunity for both process improvement and work reduction in this area. Every operating unit at Tufts employs individuals who are responsible for creating, executing, and monitoring budgets. Approximately 1,100 people play some role in the budgeting process at Tufts—roughly one-third of all staff. Only a small percentage of these staff are trained budget or financial experts, yet each of these individuals must learn how to read and use accounting and budgeting systems. Each unit must create and maintain an independent budgeting system to track data, often in Excel spreadsheets. This current situation is time-consuming, inefficient and makes it difficult to turn data into information that can consistently support analysis and decision-making at the various levels throughout the university. This level of work can be difficult particularly if not done routinely.

Our plan is to introduce a new budgeting system that will eliminate the many redundant shadow systems that have been created locally to manage finance and significantly enhance reporting capabilities out of our financial system. We are working to a very aggressive timeline, hoping to have the new system ready for preparation of the Fiscal Year 2016 budget. This system and its expert users will deal with the mechanics of preparing budgets, so that schools and departments can devote their efforts to strategic budget development. The huge effort that goes into deciding how to develop, track or forecast budgets will go away; school and division leaders will have the data they need to know how they are spending money today and continue to make decisions about how resources are spent. TEAM will not change Tufts' current school- and department-based budget development and expenditure decision-making structure. Resource allocation and revenue generating decisions will continue to be made at the school level as they are today. TEAM will not alter the authority that leaders and managers have at various levels of the organization to define what budgets should be and how they are executed.

The second way in which people will be supported with their budgeting needs is through a Center of Expertise for the development and management of budgets within a new support services organization. This specialized

Roughly one third of Tufts' administrative workforce plays some role in the budgeting process. This is a high number when you consider the knowledge and specialization required to manage budgets accurately and consistently across the university. Fundamentally changing how we manage budgets and support finance activities more broadly, we will eliminate redundant shadow systems, reframe support for budgeting and some finance activities, and develop a budgeting Center of Expertise within a new Tufts support services organization, which will house budgeting specialists who can support units across the university. The first step begins with the selection of a new budgeting system in early 2014.

service team will provide transactional and budget management services to those responsible for programmatic development and execution of the budget. It will also facilitate the aggregation of the university-wide operating budget, and perform ongoing tracking, forecasting and

management of school and departmental budgets throughout the year. Transactional finance tasks will be the responsibility of a new finance support team housed within the Tufts support services organization. This group will assist with procurement activities below the \$5,000 bid limit, interdepartmental requisition (IDR) processing, journal entries, accounts payable transactions, and travel and expense reporting.

A recent addition to the traveler's toolkit, Apptricity, has met with a wide range of reactions. Many who travel frequently report finding it very helpful and easy to use. Others have found the automated process difficult

and confusing and therefore continue to manage travel themselves or through their assistants. In the future, the finance team within support services will provide individual support for travel and expense processing for those who would like this type of service. Those who travel can continue to use the automated systems that are currently in place, or they can work with the Finance support services group, which will function like a travel agency.

Web Services

THE GOAL OF THIS EFFORT IS TO HAVE A WEB PRESENCE THAT MATCHES THE EXCELLENCE OF TUFTS IN A WAY THAT FACILITATES PEOPLE FINDING INFORMATION, SUPPORTS ALL VISITORS AND REPRESENTS TUFTS WITH A LEADING ONLINE PRESENCE THAT ALIGNS BRAND, LOOK AND FEEL, AND EASE OF USE.

Much like IT, web services are procured and provided locally. While certain areas have invested heavily and strategically, others have not, or are not able to maintain web sites with up-to-date design and information. A

At Tufts today, web services are managed, procured, and provided locally. Creating a web services team will help us standardize the tools available to schools and departments, ensuring we all have access to state-of-the art web tools.

web communications working group has proposed that Tufts create a group that can provide a more unified approach to critical web services, and in particular,

decisions about platforms and tools. While remaining sensitive to supporting our schools' differing needs and ability to invest in web technology, a university-wide web services group can leverage investments to serve multiple needs and gradually create a baseline for updating and maintaining web communications.

Advancement

THE GOAL OF THIS EFFORT IS TO PROVIDE THE BEST ADMINISTRATIVE SUPPORT IN OUR WORK TO FUNDRAISE AND ENGAGE ALUMNI AND DONORS.

The Advancement Division has begun to prepare for a new campaign. Drawing on its own experience and advice from outside experts,

The University Advancement Division has initiated a number of activities that will increase its administrative effectiveness. Expanding the use of metrics to measure the effort and performance of fundraisers will help ensure that a fundraiser's time is put to the best use.

the division has initiated a number of effectiveness activities to expand the use of metrics to measure the effort and performance of

fundraisers. Work is being redistributed to assure that a fundraiser's time is put to best use and that transactional activity, when possible, is performed by others. Advancement is also exploring whether to reorganize or centralize direct mail, stewardship reporting, and non-frontline development officer activities to gain efficiency.

Operations

THE GOAL OF THIS EFFORT IS TO CREATE A MODERN AND SUSTAINABLE APPROACH TO HOW WE PROVIDE THE INFRASTRUCTURE AND FACILITIES REQUIRED TO SUPPORT OUR CORE MISSION OF TEACHING AND RESEARCH.

Improvements in operations will cover three key areas including energy, capital project delivery, and facility services. Within the TEAM umbrella, facilities services will concentrate on systems that automate data entry, manage workload and communicate to clients who have requested facility repair. Operations-related work will also be reviewed within TEAM's Sourcing and Procurement efforts. Both construction and facilities maintenance will be supported by embedded sourcing experts who can assure best procurement practices to obtain quality at the best price.

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The TEAM assessment also identified savings potential from energy use and improved capital project management. Our current Medford/Somerville campus' central heating plant is at capacity and we recognize

By updating Tufts' infrastructure and investing in efficient energy and utility systems, we can reduce emissions, return financial savings and provide for reliable and scalable energy sources.

a clear need to provide reliable and scalable energy sources to meet our energy needs for growth in the

future. Consistent with Tufts' commitment to sustainability, investing in efficient energy/utility systems can reduce emissions, return financial savings and provide for reliable and scalable energy sources. Planning is underway to add renewable energy from solar and cogeneration sources (that is, facilities that use their waste energy to produce heat or electricity), and to add metering and building retrofits to reduce use. Much of the work occurring around energy is also part of the Campus Sustainability Council's recommendations. Improved capital project management will rely on integrated planning among architects, engineers, maintenance staff, occupants and program leaders, as well as on systems that help support communications and project management.

APPENDIX C: GROUPS AND FORUMS

TEAM Executive Committee

Chaired by President Anthony P. Monaco. The TEAM Executive Committee includes the Provost and Senior Vice President, Executive Vice President, and Vice President for Finance

Academic Council

Chaired by President Anthony P. Monaco. The Academic Council consists of Provost and Senior Vice President, Executive Vice President, Vice Provost, Associate Provosts, Senior Vice Presidents, Vice Presidents, Deans (Arts & Sciences, Engineering, Tisch College of Citizenship and Public Service, Fletcher, Medical, Sackler, Dental, Friedman School of Nutrition Science and Policy, and Cummings School of Veterinary Medicine), Director of the Jean Mayer USDA Human Nutrition Research Center on Aging (HNRCA), Executive Director of Institutional Diversity, and Chief of Staff to the President (From the 2012-13 Tufts University Fact Book)

Provost's Council

Chaired by Provost and Senior Vice President, David Harris. The Provost's Council consists of Executive Vice President, all major Deans of Schools (Arts & Sciences, Engineering, Fletcher School of Law and Diplomacy, Tisch College of Citizenship and Public Service, Medical, Sackler School of Graduate Biomedical Sciences, Dental Medicine, Friedman School of Nutrition Science and Policy, and Cummings School of Veterinary Medicine), Director of the Jean Mayer USDA Human Nutrition Research Center on Aging (HNRCA), Vice Provost, Associate Provosts, and Assistant Provost (From the 2012-13 Tufts University Fact Book)

Administrative Council

Chaired by Executive Vice President Patricia Campbell. The Administrative Council consists of Provost/Senior Vice President, Vice President for University Advancement, Senior Vice President for University Relations, Vice Presidents for Finance, Human Resources, Operations, and University Information Technology, Director of Audit & Management Advisory Services, Associate Provost, Executive Director for Planning and Administration, Executive Associate Deans of Schools, the HNRCA, the Tisch College Administrative Director, and Sustainability Program Director (From the 2012-13 Tufts University Fact Book)