Update on *Path Forward*:
Operations Implementation and Impact

Presented to Faculty Senate
July 11, 2022

The Vision Behind *Path Forward*

"… a large, ambitious administrative reorganization of the university that will streamline operations to ensure we make the best decisions among competing priorities."

Why We're Doing It

To improve operations to assist with growth of **Texas A&M's influence** as a leader in research and education, while also using state resources more **efficiently** and **effectively**.

What We're Doing

- Streamlining the university's operating structure

- Expanding the breadth of TAMU's offerings to the world

- Growing an environment where ideas, initiatives and people thrive with less bureaucratic hassle

Benefits You Should Expect

- Continuous improvement

- Reduction of administrative burdens for faculty

- Accountability for quality outcomes

- Clearer roles and responsibilities

- Enhanced career growth opportunities

Keys to Success

- Better collaboration

- Accountability for effective and efficient operations

- Efficient use of talent and resources

Guiding Principles

1. Transparency

2. Simplicity

3. Accountability

4. Collaboration

What's Happening with Operations Across Campus

High-level overview of implementation for major operational divisions

HUMAN RESOURCES

IT

FINANCE

MARCOMM

FACILITIES

Note: Additional details available at *pathforward.tamu.edu*

Human Resources Proposed Actions

- **Action 1**: HR Liaisons move from Finance to Human Resources & Organizational Effectiveness (HROE)

- **Action 2**: Multiple hires from one posting; hiring of recruitment specialists

- **Action 3**: Centralizing and standardizing employee onboarding

- **Action 4**: Structured method for developing, advancing and retaining faculty & staff

Note: Additional details available at *pathforward.tamu.edu*

Human Resources Anticipated Outcomes

- Improved employee and candidate experience through readily available customer focused HR professionals

- More efficient hiring and onboarding with enhanced recruitment of higher quality and diverse candidates

- Dedicated employee success programs

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HR Implementation
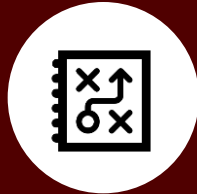
TRANSITION
JULY - AUGUST

- Finalize organizational structure
- Assign employees to service hubs
- Train to current standards

BUILD
SEPT. – DEC.

- Staff to meet 1:150 ratio
- Identify space for new HR employees (and other ops)
- Create Laserfiche processes to automate routing and information flow

MEASURE
JAN. - MAY

- Forge relationships related to interdependent processes (Faculty Affairs, Student Affairs, etc.)
- Evaluate best practices and finalize
- Train to new standards

OUTCOMES:

- Improved quality/timeliness
- Understood reporting structure
- Contiguous housing of staff
- Improved satisfaction
- Realized potential
- Nimble, scalable structure

IT Proposed Actions

- **Action 1**: Simplifying Helpdesk Requests

- **Action 2**: Streamline IT Purchasing

- **Action 3**: Implementation of Single Endpoint (Computer) Management Platform

- **Action 4**: Improved productivity, predictability and security through the Next Generation Aggie Network

Note: Additional details available at *pathforward.tamu.edu*

IT Anticipated Outcomes

- Streamlined systems and points of contact – easier to know who to call

- Next Generation Aggie Network

- Better response time, security and customer satisfaction

Note: Additional details available at *pathforward.tamu.edu*
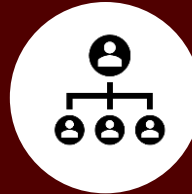
IT Implementation

PREPARE
JULY - AUGUST

- Realign personnel and establish organizational structure
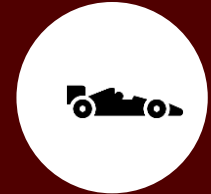- Begin phase 1 development of Next Gen Aggie Network

IMPLEMENT
SEPT. – DEC.

- Continue Next Gen Aggie Network Project
- Establish IT store
- Restructure service desk organization and process
- Begin developing the endpoint management process

ACCELERATE
JAN. - MAY

- Phase 2 of Next Gen Aggie Network
- Pilot roll out of IT store
- Transition people into new service desk structure
- Implement endpoint management and sunset duplicate systems

OUTCOMES:

- Streamlined clearer service
- Faster responses
- More reliable, flexible network
- Improved satisfaction
- Better network security
- Employee development

MarComm Proposed Actions

- **Action 1**: Operate as a Strategic Partner
- **Action 2**: Staff Development
- **Action 3**: Editorial Process / Media Relations
- **Action 4**: Website consistency and support

Note: Additional details available at *pathforward.tamu.edu*

MarComm Anticipated Outcomes

- One University. One Brand. One Team

- Professional alignment and oversight

- Unified marketing/communications strategy

- Stronger, more consistent brand and messaging implementation

HUMAN RESOURCES

IT

FINANCE

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MARCOMM

Note: Additional details available at pathforward.tamu.edu

MarComm Implementation

INITIATE
JULY - AUGUST

- Training
- Division Roadshow
- Establish performance metrics/accountability standards
- Develop Division of MarComm Manual
- Revive Brand Council

FRAME
SEPT. – DEC.

- Develop career paths
- Develop Division of MarComm strategic plan
- Review and revise existing policies and processes to support new structure
- Finalize and implement media relations policy
- Implement mechanism to communicate updates, successes, improvements, etc. with university leadership

REFINE
JAN. - MAY

- Create MarComm Advisory Board
- Evaluate and refine structure to support needs based on feedback

OUTCOMES:

- Organizational understanding
- Renewed individual purpose
- Streamlined structures
- Efficient operations
- Continuous improvement
- Brand consistency

Facilities Proposed Actions

- **Action 1**: Facility Management
- **Action 2**: Improved Maintenance Requests Response
- **Action 3**: Campus Planning, Design & Construction
- **Action 4**: Analytics & Mapping

HUMAN RESOURCES

IT

FINANCE

FACILITIES

MARCOMM

Note: Additional details available at *pathforward.tamu.edu*

Facilities Anticipated Outcomes

- Increased quality of facility repairs, housekeeping and emergency coordination.

- Professional support with planning, design and construction of all projects

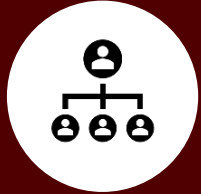- Robust space data and mapping services

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Facilities Implementation

ORGANIZE
JULY – SEPT.

- Finalize organizational structure and transfers of existing personnel
- FC assignments for each building
- FAM transition to Archibus
- Establish Meridian system (FAM)
- New project approval workflow (CPDC)
- Begin Phase 1 of Avigilon Access Control System
- Academic moves across campus

DEVELOP
OCTOBER - JANUARY

- FACM- Full transfer of facility coordinator responsibilities completed
- FACM- Transfer control and management of AiM system to TAMU
- CPDC- Create updated construction guidelines and standards
- CPDC- Full transition of project management to CPDC
- FAM-Reconcile all current floor plans with tabular data
- FAM- Determine access controls and permissions in Archibus
- Review and revise existing policies and processes to support new organizational structure
- Develop a training and professional development plan for Facilities Staff
- Continue Phase 1 of Avigilon Access Control

MEASURE
FEBRUARY - MAY

- FACM- Update new KPIs and metrics to manage building maintenance and inspections
- FACM- Update deferred maintenance cycle and process
- FAM- Develop and deploy a new space inventory survey and report process
- FAM- establish data feeds with new system of record
- CPDC-Create/Update construction guidelines and standards
- Begin Phase 2 of Avigilon Access Control System

OUTCOMES:

- Organizational understanding
- Renewed individual purpose
- Streamlined structures
- Efficient operations
- Continuous improvement
- Brand consistency

Finance Proposed Actions

- **<u>Action 1</u>**: Finalize Centralization

- **<u>Action 2</u>**: Assess current delegated purchasing authority

- **<u>Action 3</u>**: Review contract workflow to decrease processing time

Note: Additional details available at *pathforward.tamu.edu*

Finance Anticipated Outcomes

- Improved toolkit for finance staff

- Customer-focused financial process improvements, beginning with the contracting process

- Standardization of financial processes across campus

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Note: *Additional details available at pathforward.tamu.edu*

Finance Implementation

ESTABLISH
SEPT. – DEC.

- Implement continuous service improvement process
- Establish subject matter user groups
- Establish and implement training requirements
- Identify/appoint user group leads
- Division-wide service training
- Finalize the review of chairs/professorships by

FRAME
JAN. - APRIL

- Begin review of delegated purchasing authority
- Review and revise existing policies and processes to support new structure
- Begin review workflow of contracts
- Implement mechanism to communicate updates, successes, improvements, etc. with university leadership and staff

REFINE
MAY – AUG.

- Publish the division annual report
- Finalize delegated purchasing authority review and implement recommendations
- Finalize review of workflow of contracts and implement recommendations
- Evaluate and refine structure to support needs based on feedback

OUTCOMES:

- Organizational understanding
- Cohesive unit
- Customer-focus
- Efficient operations
- Continuous improvement
- Improved measurement

Additional Areas of Focus:

- **College of Arts & Sciences**

- **School of Performance, Visualization & Fine Arts**

- **Libraries Restructure**

- **Establish Journalism program in Department of Communications**

- **Expansion of Bush School**

- **Student Health Working with HSC Plus New Investments in Mental Health**

Note: Additional details available at
https://pathforward.tamu.edu/working-groups/10-visual-performing-arts-school.html

What's Next:

- Ongoing communications with key constituents

- Continued posting of detailed information on ***Path Forward*** website

- Change management oversight and project tracking system created

- President Banks' ***State of the University*** address on September 28,2022

- One year assessment of the ***Path Forward*** initiatives to determine success and challenges