

NDSU NORTH DAKOTA
STATE UNIVERSITY

Financial Activities Survey Town Hall

October 20, 2022

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Today's Discussion



1. Overview



2. Financial
Activities Survey



3. Next Steps

1. Project Overview

Project Overview

Tuition Incentive Model and Operations Assessment

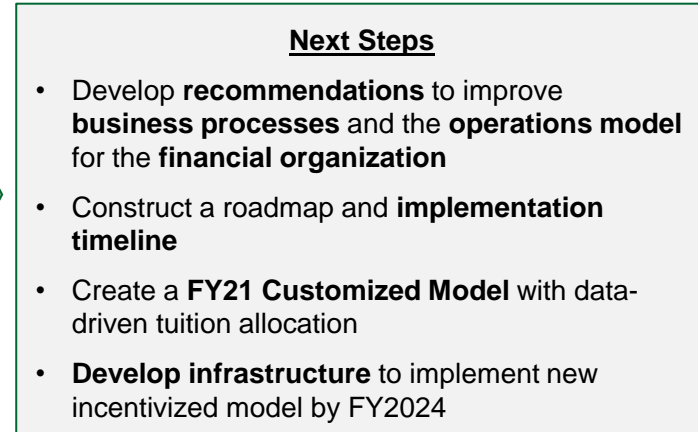
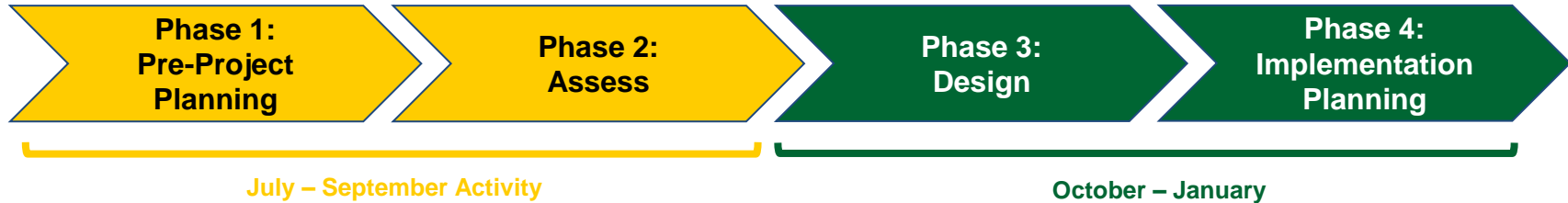
The goal of the Tuition Incentive Model and Operations Assessment is to design a new approach to budgeting at NDSU and enhance the operational structure to support a new resource allocation model by the beginning of Fiscal Year 2024.

Operational Assessment Objectives	Tuition Incentive Model Objectives
<ul style="list-style-type: none"> • Clarify and document current operations and business processes • Identify options for future operational structures that support tuition allocation model success and long-term financial needs • Support preparation to transition to the future operations 	<ul style="list-style-type: none"> • Understand the current tuition allocation model, benefits and drawbacks, and alignment with university goals • Develop a customized tuition incentive budget model that represents the input of university leadership and key stakeholders • Establish key model management infrastructures to support the new methodology

These two workstreams work in tandem to support the development of a **new resource allocation model**.

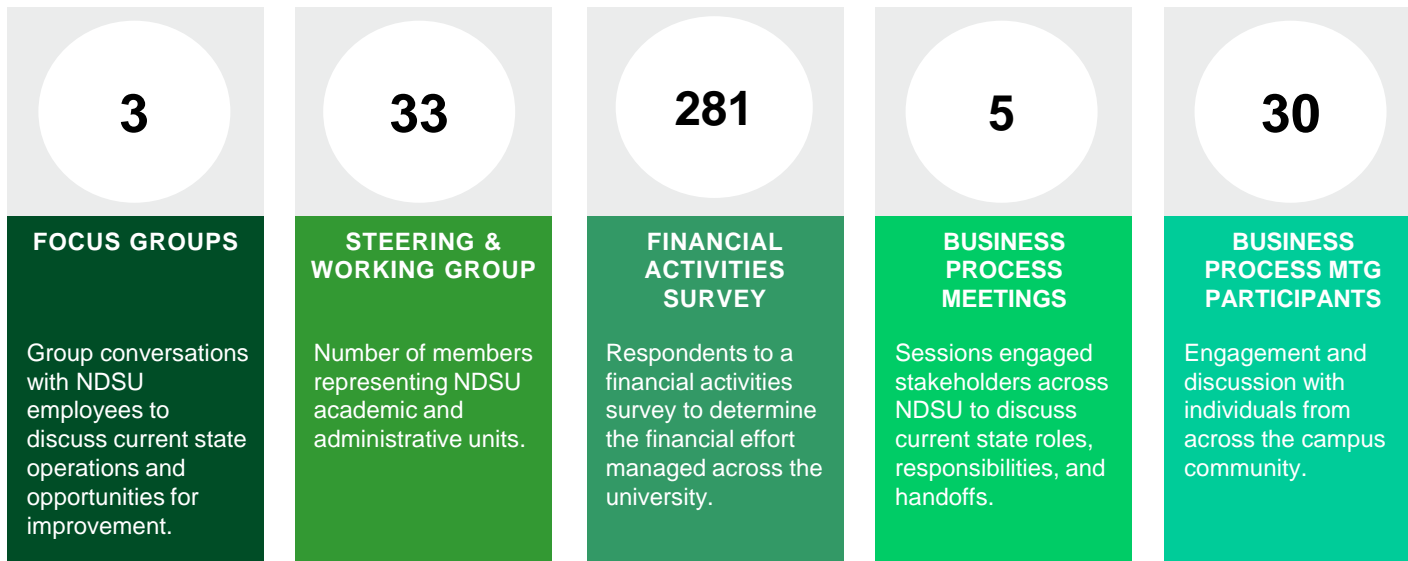
Project Timeline

The Tuition Incentive Model and Operations Assessment will create a plan for NDSU to undertake strategic readiness efforts and ensure that the University is optimally supported in the future.



NDSU Engagement

The Tuition Incentive Model and Operations Assessment project engaged individuals across the community through various mediums, such as interviews and surveys.



Find more details online:

https://www.ndsu.edu/president/presidents_councils_and_initiatives/budget_and_financial_operations_enhancements/

Key Organizational Assessment Activities

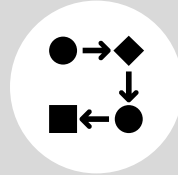
In addition to continuous community engagement, Huron's assessment of financial activities and functions will include the following key activities:



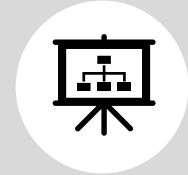
Org.
Structure
Review



Spans and
Layers
Analysis



Business
Process
Analysis



Financial
Activities
Analysis

These assessment tools help us understand **what** work is being done, **where**, and **how** it is being done.

2. Financial Activities Survey

Financial Activities Survey Overview

The Financial Activities Survey spanned over 10 financial activity categories for 281 respondents across campus.

Sample of Financial Activities

- Financial activities for payroll and HR
- P-card purchasing
- Reviewing contracts
- General accounting
- Budgeting, treasury, and financial management

Spanned **10+ financial activity categories** with 28 questions



28

Deployed for **2.5 weeks** (August 22 to September 7)



2.5

311 recipients with **281 responses**



90%

7 divisions represented and achieved **84%+ response rate**



84%

Note: Analyses on subsequent slides are based on responses from 278 individuals; 3 responses did not provide usable data.

Financial Activities Survey Response Rate

The survey achieved a 90% response rate across NDSU. The following table provides a breakdown of survey responses by division.

Division	Total Survey Respondents	Total Survey Recipients	Response Rate
Office of the Provost (Includes Colleges)	113	128	88.3%
Office of the President	22	24	91.7%
Vice President of Agriculture	40	47	85.1%
Vice President of Finance and Administration	87	90	96.7%
Vice President for Information Technology	6	7	85.7%
Vice President for Research	11	13	84.6%
Vice President for University Relations	2	2	100.0%

Note: Analyses on subsequent slides are based on responses from 278 individuals; 3 responses did not provide usable data. Breakdown: 2 – Office of the Provost, 1 – Office of the Vice President for Finance and Administration, representing 1.8% and 1.1% of responses collected for each division, respectively.

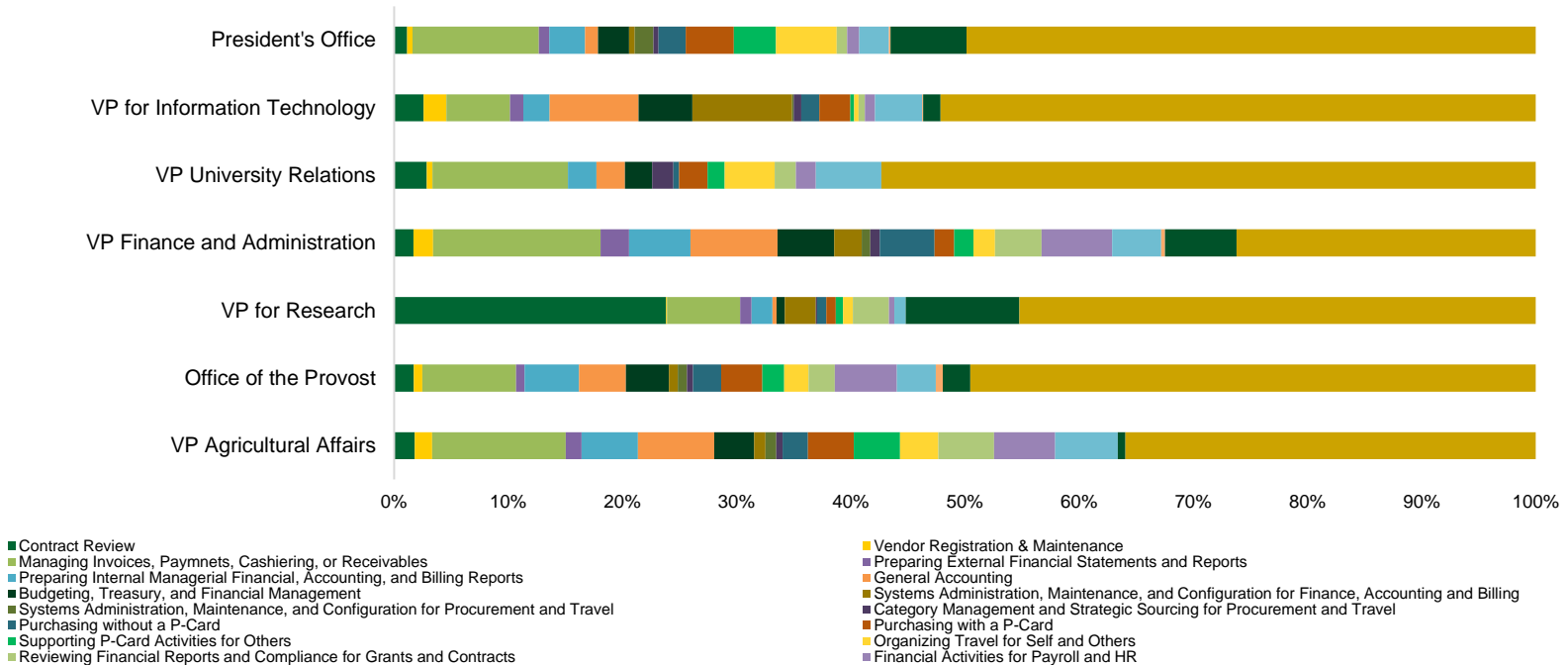
Financial Activities Survey Key Components

The Financial Activities Survey – with a 90% response rate – provides detail for the opportunities by quantifying the scale, distribution, fragmentation, and consistency of administrative effort.

Component	Baseline Analysis	Desired Insights
Scale	Determine how much is being invested in financial activity support across the University.	What is the effort and financial investment of activities relative to the level of service?
Distribution	Identify opportunities to share or flex capacity or expertise across organizational boundaries.	Is effort optimally distributed across the institution?
Fragmentation	Create alignment that provides greater focus and professionalization.	Do we have the right mix of specialists and generalists?
Consistency	Advance resource management practices that support consistent expectations and work assignments.	How consistent are roles that perform the same activities?

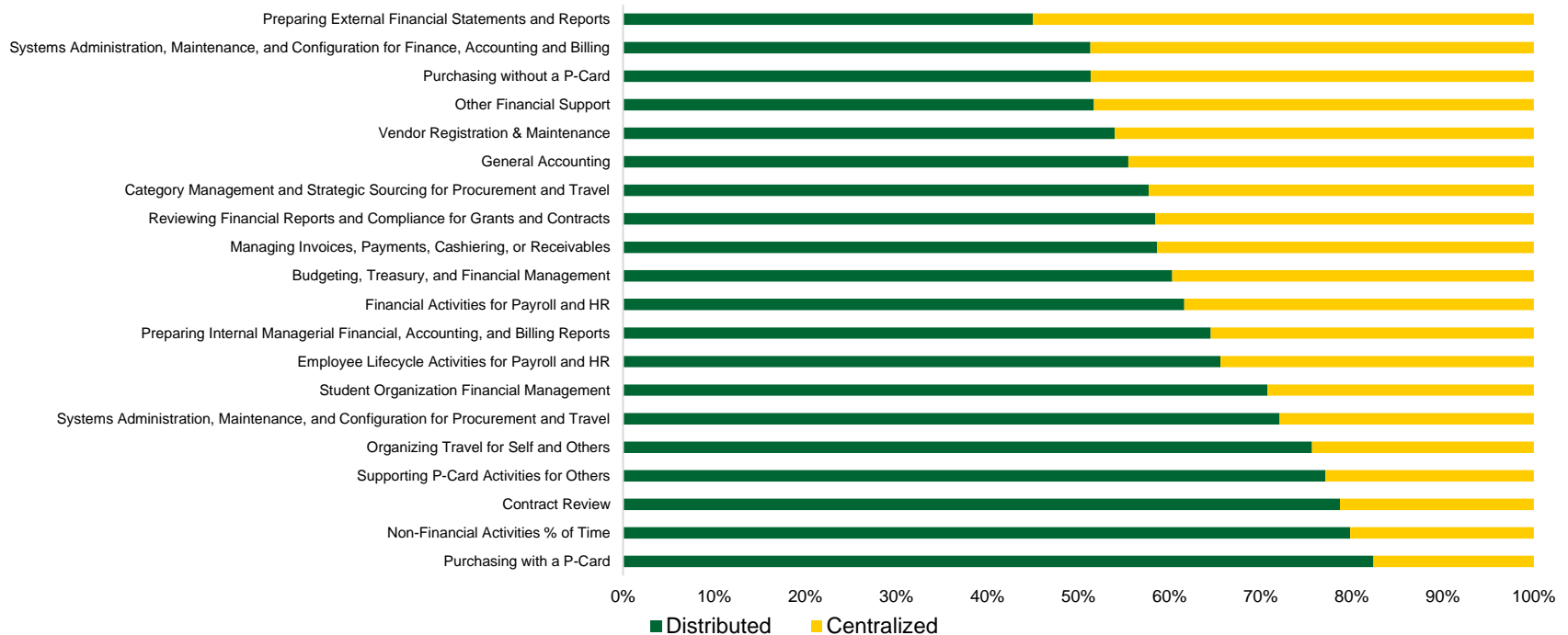
Financial Activities Survey Scale

On average, survey respondents spend **40% of their time performing non-financial activities**, highlighting an opportunity to further **leverage financial expertise** across the University.



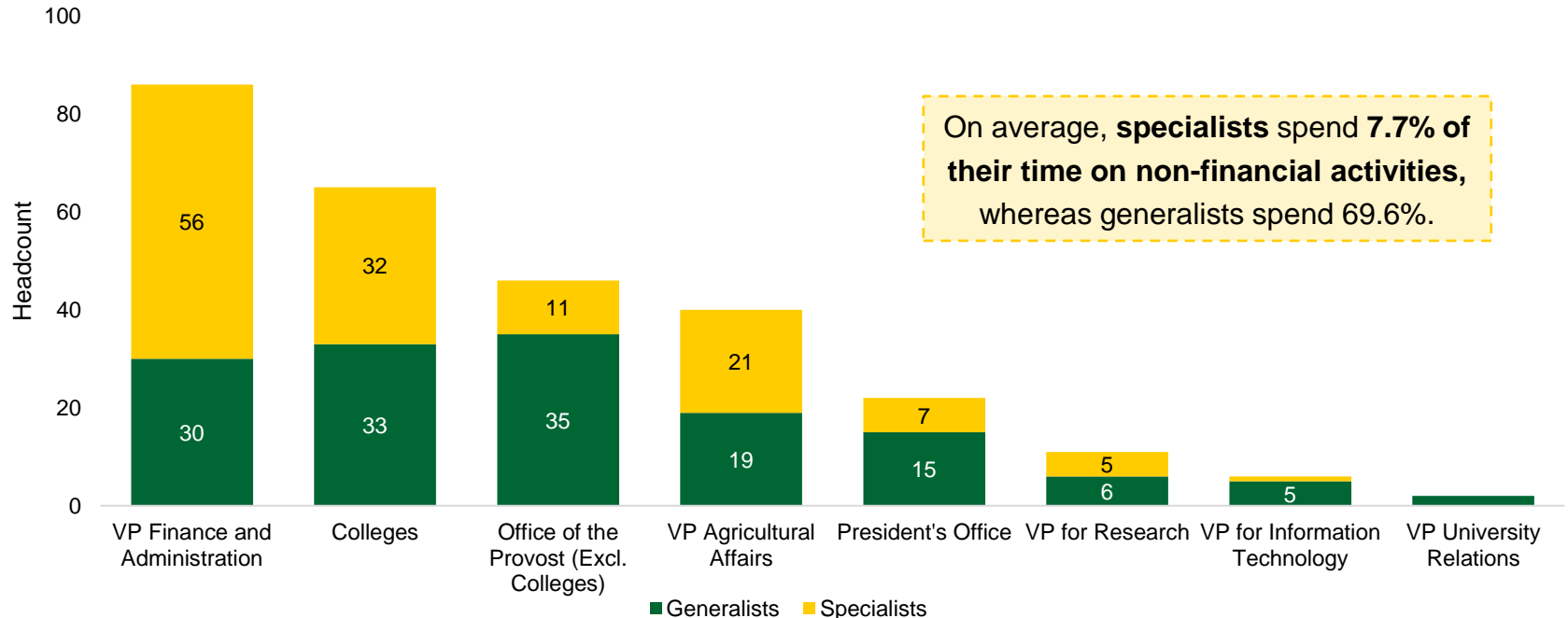
Financial Activities Survey Distribution

Over 69.1% of all financial activity is conducted in a distributed unit, which may lead to unnecessary duplication of effort and increased variation / lack of clarity around financial processes.



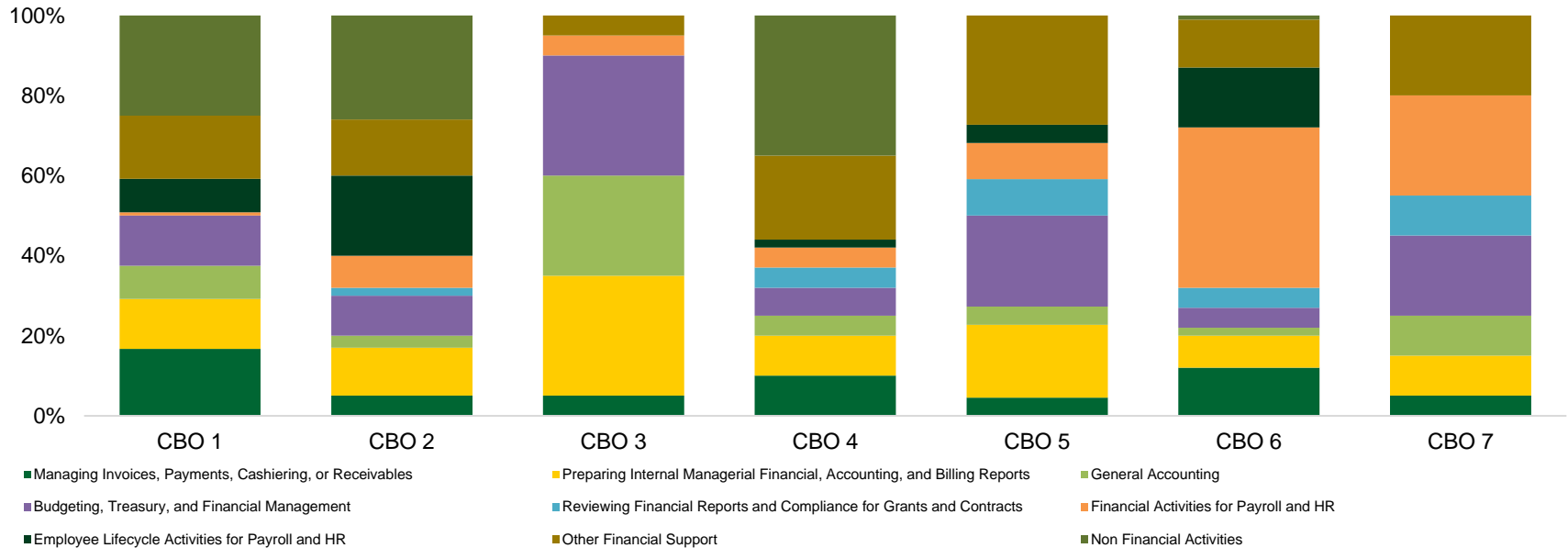
Financial Activities Survey Fragmentation

Financial specialists account for approximately **half of all survey respondents** and produce **73.6% of all reported financial activity** at NDSU.



Financial Activities Survey Consistency of Roles

Roles and responsibilities vary widely across the Colleges; variances may be attributed to differences in underlying support structures. The graph below highlights the differences for the College Business Officer position.



3. Next Steps

Next Steps

Huron will continue engaging with stakeholders across NDSU as well as identifying opportunities for improvement.

- **Community Engagement:** Facilitate conversations with the Faculty Senate Budget Committee, Staff Senate Executive Committee, and Student Government.
- **Business Process Mapping:** Refine business process maps through engagement with end-users and administrative leadership.
- **Operating Model:** Host workshops to design future-state operating model and associate businesses.
- **Tuition Incentive Model:** Leverage conversations and analyses to continue gathering feedback and refining the model.

Questions?

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