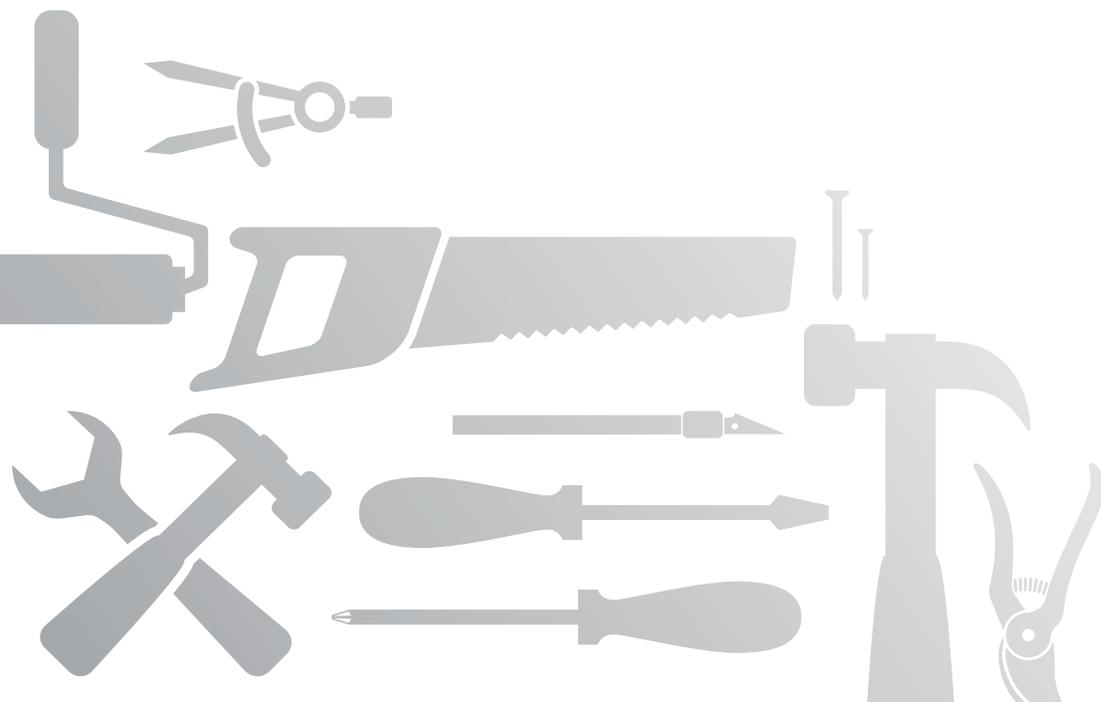


Implementing Shared Services is like building a custom home uniquely designed by, and for, its occupants

Many higher education institutions are incorporating shared services into their administrative models to address increasing costs pressures and demands for more service-oriented administrative support. While shared services present an opportunity to rethink how administrative services can support the academic mission of an institution, there is no one-size-fits-all approach.

A shared services implementation is as unique as designing and building a new home—it begins with a plan, and continues with a detailed design, construction, and then moving in. Like building a home, it is a complex process, filled with competing visions, trade-offs, divergent opinions, lots of details, unexpected challenges, and a realization that there is more to do even after the initial move.

Just as the design of every home is as unique as its occupants, shared services implementations must be tailored to the unique needs of a university.



An analogy for shared services implementation for higher education...

Just as the design of every home is as unique as its occupants, shared services implementations must be tailored to the unique needs of a university.



Plan

Begin with the end in mind. Leadership alignment on the objectives and vision for shared services is critical to ensure the "house" meets the needs of all its occupants.



Design

Every house needs a blueprint before construction can begin. Detailed design must include both administrative and academic inputs to create a successful model.



Build

As the walls are erected, so is the support infrastructure for shared services. Processes, policies, technology, governance, and training are critical building blocks.



Implement

It is time to move in! During this critical move, new processes are tested, staff are trained, and supporting technology is implemented in order to help ensure that the house meets your needs and all features are in working order on day one.



Optimize

Furnishing a house takes time, as does optimizing shared services. Continuous improvement programs and performance metrics can help optimize shared services.



The Deloitte Difference

Based on our deep experience supporting higher education institutions, we bring a differentiated approach to shared services implementations. Our approach focuses on satisfying diverse stakeholder needs through thoughtful design, comprehensive change management, and innovative technology to advance the effectiveness of the shared services organization.



- Focus on **end users' perspectives** to enable the new operating model to **address their pain points and serve their needs**

- Promote **change leadership from the top** of the organization
- **Actively obtain stakeholders' input** and feedback throughout the project
- Employ a **highly-tailored methodology** that meets university needs, supports the academic mission, and incorporates the unique culture to foster adoption

- Explore the **"art of the possible"** through understanding ways that other organizations are using **self-service, service center technologies, and process automation** to better serve their customers and manage their operations

Contact Us

Virginia Fraser

Principal

Deloitte Consulting LLP
rvfraser@deloitte.com

Megan Cluver

Senior Manager

Deloitte Consulting LLP
mcluver@deloitte.com

Sara Beth Hoffman

Senior Consultant

Deloitte Consulting LLP
shoffman@deloitte.com

About Deloitte's Higher Education practice

A recognized leader in the higher education space, Deloitte has solved complex problems for more than 250 public and private higher education institutions nationwide. Deloitte's higher education team has experienced professionals and industry leaders that turn ideas into impact for your institution. Our professionals have solved some of the toughest higher education challenges for our clients, including operational and financial transformation, student experience redesign, enterprise technology solutions, and organizational and change management. Learn more at www.deloitte.com/us/higher-ed-services

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.