

March 22, 2011

JEFF BARRETTPPM 200-45 Review Coordinator
Informational and Educational Technology**Re: PPM 200-45 Review: HR and Finance Shared Service Center Concept**

The Davis Division of the Academic Senate forwarded the subject document to all standing committees and the Faculty Executive Committee in each college and school. While the Division agrees in principle that standardizing administrative operations for efficiency is a good idea, individual faculty and departments have special needs that must be met and in some cases are compromised by centralization and standardization. In addition, it is crucial that any new system work with multiple computer platforms including Mac, PC, and Linux. Finally, and most important, the creation of a shared service center or a case management system should never have a negative effect on the campus's educational missions, including teaching and research.

We fully understand that the document reviewed represented a concept paper. However, it is difficult for the Division to ascertain whether or not the concept will lead to true financial savings. To date we have not been provided evidence that centralization provides significant cost savings.

The concept paper presents a preference for "off the shelf" applications to meet our needs for a case management infrastructure. We tend to agree with this philosophy. In the recent past, UC Davis has implemented "home grown" and "off the shelf" applications with some success; however, there is a track record for system implementation resulting in more work for the faculty and many additional problems rather than an improvement in efficiency. Examples of software changes with questionable improvements for the faculty are DaFIS and MyTravel with some faculty including Smartsite in the list of problematic software. The campus needs to approach system development and implementation with a focus on meeting UC Davis needs. Unique attributes and needs must be identified and addressed during the development phase rather than following implementation. Failure to implement a useful tool will result in time and fiscal waste.

As a reminder, the following administrative units will be affected by the proposed Organizational Excellence/Shared Service Center project. The effects on these units will in turn have a significant impact on Academic Senate authority over curriculum and admissions.

- **Administrative and Resource Management:** Provides data necessary for the Senate to conduct annual undergraduate program reviews. Additionally, there should be consultation regarding the impact of consolidation on budgetary matters with the Academic Senate Committee on Planning and Budget (CPB) and other Senate committees as needed.
- **Information and Educational Technology:** The Academic Senate has authority over course approval and curriculum, and therefore has authority over the course approval system and systems used by the Registrar and Admissions Offices.
- **Offices of the Chancellor and Provost:** Centralizing would have a large and possibly detrimental effect on the academic personnel process and might also affect the functions and organization of the Academic Senate Office.
- **Student Affairs:** There could be a detrimental influence on courses and curriculum, transcript notation, internships, advising, degrees, and admissions and enrollment.
- **University Relations:** Problems might be created for faculty who interact with government officials, including the state legislature, and for gift administration, including faculty endowments.

Sincerely,

Robert Powell, Chair
Davis Division of the Academic Senate
Chair & Professor: Chemical Engineering & Materials Science
Professor: Food Science & Technology