



Institutional Review

Strategy and fiscal alignment across the institution



Organizational Assessment

Focused support of change initiatives for individual departments and divisions



Pinpoint Engagements

Targeted retreats and workshops for teams



Tufts
UNIVERSITY



Holy Cross



TEIBEL inc

Organizational Assessment

The Problem

With shrinking budgets the new normal, how can your division continue to make an impact, meet its obligations to its various constituencies, maintain compliance and contribute to the success of the larger mission?

The answer is empowerment, collaboration, and focus. It's no longer about what we do at our desks but making an impact where the work is happening – building a paperless workplace, empowering departments to be autonomous and accountable and ultimately, creating a culture of serving others. Management and staff are more explicitly being asked to focus on priorities tied to larger strategic initiatives. Anything that doesn't contribute to making the larger organization effective and efficient should be considered for the "Stop Doing List." This mindset change to "Service First" is the only way to pierce the negativity that nothing will ever change for the better, especially in this economic climate.

How the process works

The process begins with our team working with your leaders to review how existing roles and responsibilities within your division or department should be modified. We map out an existing functional org chart for the group and develop 2-3 alternative structures that support the longer term direction for the division. We identify gaps in roles/responsibilities and address them in these new functional org charts. We conduct an individual assessment of what each person is doing over the course of a fiscal year and then work with you to address any organizational changes in roles, responsibilities and reporting lines.

Our Methodology

We help you to do the following:

- Map out the current functional organizational structure
- Work with division and/or department leaders to brainstorm and document alternative functional structures and identify how these changes will help the division
- Determine any people related issues as well as remaining gaps associated with the new potential structures
- Identify where additional resources may be needed to offset the existing roles
- Develop functional list of work categories/sub categories for the individual assessments
- Build a custom model for each manager/direct report to complete
- Conduct a kickoff event to solicit buy-in, clarify expectations and outcomes. At the event, teach each person how to complete the self-assessment documents.
- Develop custom reports by role, individual, or department that show work effort by functional categories, cost per task and other meaningful rollups for the fiscal year
- Assist management to support individuals as they modify their work effort responses
- Meet with leadership team to discuss findings and work with the team to address any organizational changes in roles, responsibilities and reporting lines.

navigate change

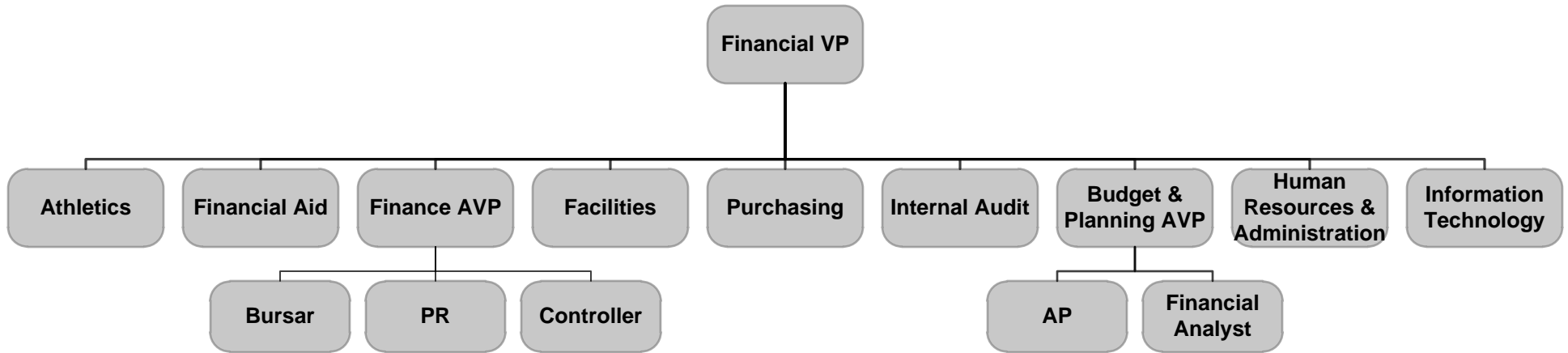
2 Summer Street, Suite 24 Natick Massachusetts 01760
ph: 508.283.3591 fx: 508.302.0533
www.teibelinc.com

change management and organizational development

Functional Org Chart

Current State

Finance Division



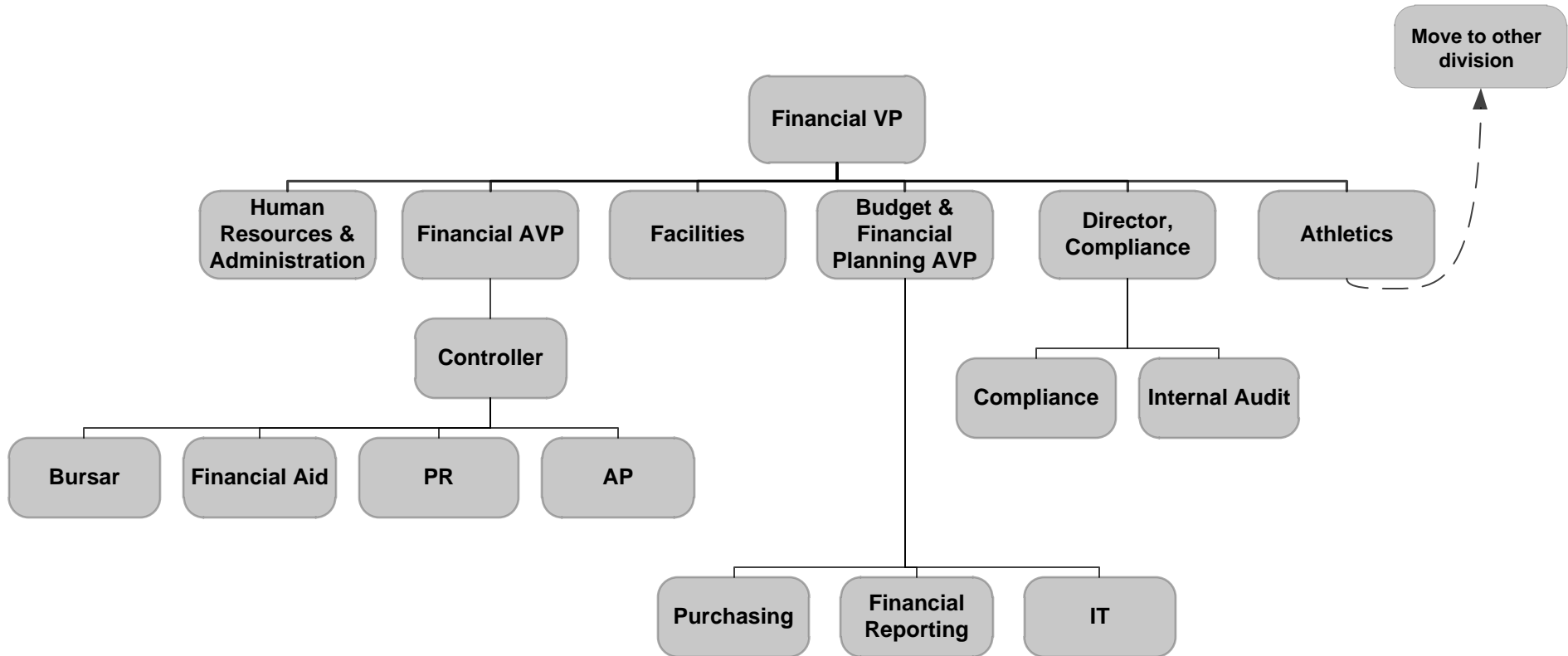
Notes:

- Too many direct reports to the FVP
- Is 2nd tier organized efficiently?
- Are there functions that can move to another area?

Functional Org Chart

Option 1 of 2

Finance Division



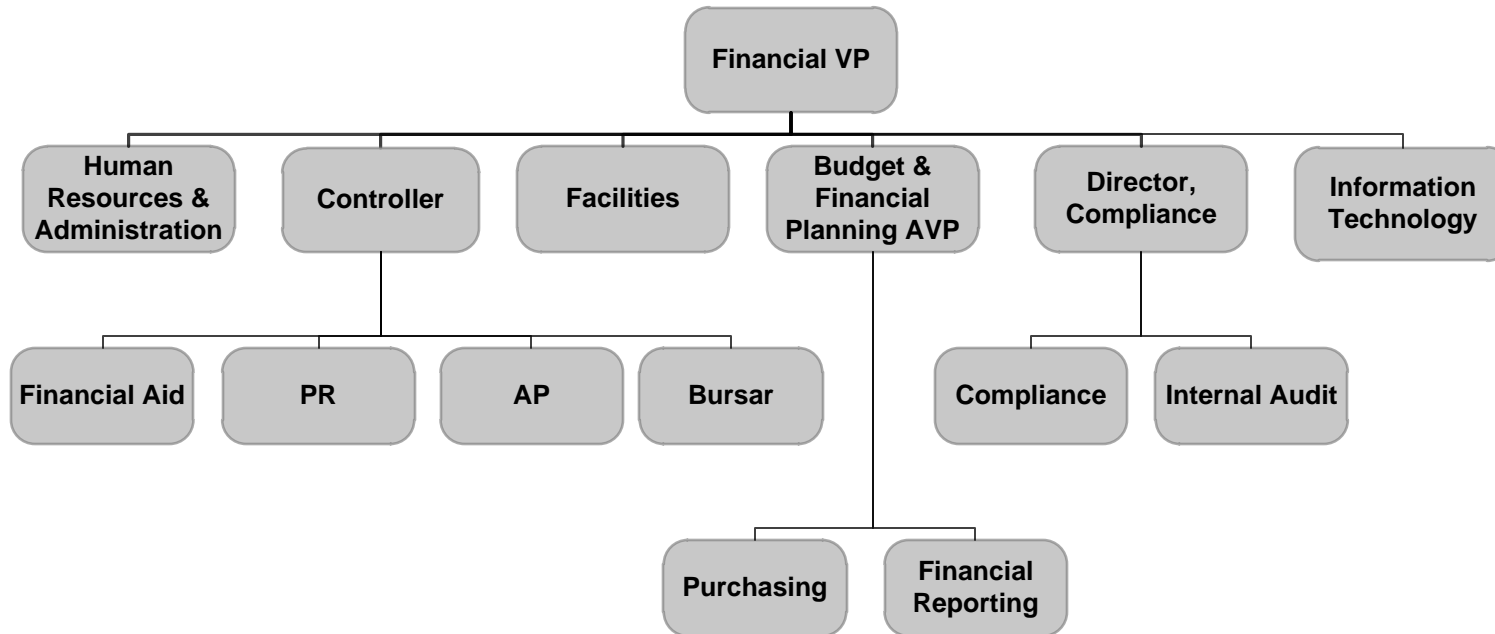
Notes:

- Fewer direct reports to the FVP
- New Compliance roles to address gaps in that area
- Moving Athletics addresses issues from Strategic Plan

Functional Org Chart

Option 2 of 2

Finance Division



Notes:

- Fewer direct reports to the FVP
- New Compliance roles to address gaps in that area
- High Level Controller and IT remains with FVP
- Athletics other Division

2011 Hours / Functional Task

Sum of Hours	Name								Grand Total
Category	Joe Northam	Chelsea Palko	Carolynn Matranga	Bertram Turnbough	Leonor Chi	Jim Stiles	Foster Page		Grand Total
ANNUAL OPERATING BUDGET	33		5	1,113		33			1,185
AUXILIARY SERVICES				47					47
BANK RECONCILIATIONS	28	288	26				163		505
BILLINGS	9	674	15	28					726
COLLECTIONS	8	31							39
COMPLIANCE MONITORING	106		17						123
CONSTRUCTION/CAPITAL PROJECTS	104		72	54					230
DEVELOPMENT/PRIVATE GIFTS	90		142	7					239
FINANCIAL PROJECTIONS	126	32	82	214	110				564
FINANCIAL REPORTING - EXTERNAL AUDIT	418	73	822		163	194			1,669
FINANCIAL REPORTING - INTERNAL	90	5	408	10		62	509		1,085
FINANCIAL SYSTEMS	62	45	81			12			200
GRANT ACCOUNTING	51		9			835			895
INTERNAL ANALYSES	85	32	322	54	967	22			1,482
LOAN PROGRAMS	26							128	154
OTHER	787	826	440	723	547	586	595		4,504
OTHER RESTRICTED FUND ACCOUNTING	23	50		9		332			414
POSITION CONTROL				55					55
SUPERVISORY	353	156	119	337					965
TAX REPORTING	105	17	97				32		251
TREASURY/CASH MANAGEMENT	148	6	162		99		602		1,018
Grand Total	2,652	2,236	2,820	2,651	1,886	2,076	2,030		16,351

Sample Role Allocation By Functional Task

Sum of Hours		Role/Title							
Category	SubCategory	Assistant to the Comptroller	AVP Budget and Financial Planning	AVP Finance	Bursars	Comptroller	Financial Analyst	Grants Accountant	Grand Total
ANNUAL OPERATING BUDGET	Analysis/review of monthly budget variances		99						99
	Building first pass of University operating budget		698	33		5			737
	Handling day to day budget issues with budget supervisors		236						236
	Processing internal budget transfers		81					33	114
ANNUAL OPERATING BUDGET Total			1,113	33		5		33	1,185
AUXILIARY SERVICES	ARA topics and policy		27						27
	ARA transaction processing		20						20
AUXILIARY SERVICES Total			47						47
BANK RECONCILIATIONS	Providing overview assistance when needed	15		15		26			56
	Reconciliation of deposit detail (OTC deposits, wires, etc.)			13	203				215
	Reconciliation of expenditures detail (Checks, wires, etc.)	134							134
	Review of specific transactions with Bursar, etc.	14				86			100
BANK RECONCILIATIONS Total		163		28	288	26			505
BILLINGS	Monitoring/managing holds process					322			322
	On-line program revenue reconciliations					39			39
	Preparation of applicable journal entries for Comptroller					11			11
	Reconciliation of Accounts Receivable clearing accounts					52			52
	Review and approval of external billings from Banks; Custodians; etc.					15	15		29
	Setup for regular billings in Banner			9		91			100
	Special Payment arrangements (Employer, etc.)					102			102
	Working with ARAMARK on Meal plan Billing/issues	7				7			14
	Working with Deans' Office & Registrar on billing issues	7				16			23
	Working with Residence Life on Housing Billing/Issues	7				10			17
	Working with Study Abroad Office on billing issues	7				9			15
BILLINGS Total			28	9	674	15			726
COLLECTIONS	Monitoring In House collections program					14			14
	Working on various loan programs					8			8
	Working with External Collections agencies			8		8			16
COLLECTIONS Total				8		31			39
COMPLIANCE MONITORING	Bond Issues			27					27
	Debt compliance monitoring			27		7			34
	Letters of Credit provisions			7					7
	Other Disclosures			38		5			44
	Standard & Poor's reviews			7		5			12
COMPLIANCE MONITORING Total				106		17			123
CONSTRUCTION/CAPITAL PROJECTS	Creating budgets for Capital Projects					17			17
	Fixed Asset accounting (with Purchasing)			38		51			89
	Monitoring expenditures versus Capital Project budgets	27		51		5			82
	Monitoring funding sources for Capital Projects		27	14					41
CONSTRUCTION/CAPITAL PROJECTS Total			54	104		72			230

Sample Cost/Functional Task

Category	SubCategory	Total
ANNUAL OPERATING BUDGET	Analysis/review of monthly budget variances	\$3,435
	Building first pass of University operating budget	\$25,694
	Handling day to day budget issues with budget supervisors	\$8,216
	Processing internal budget transfers	\$3,471
ANNUAL OPERATING BUDGET Total		\$40,817
AUXILIARY SERVICES	ARA topics and policy	\$932
	ARA transaction processing	\$710
AUXILIARY SERVICES Total		\$1,642
BANK RECONCILIATIONS	Providing overview assistance when needed	\$1,880
	Reconciliation of deposit detail (OTC deposits, wires, etc.)	\$6,277
	Reconciliation of expenditures detail (Checks, wires, etc.)	\$3,343
	Review of specific transactions with Bursar, etc.	\$2,809
BANK RECONCILIATIONS Total		\$14,309
BILLINGS	Monitoring/managing holds process	\$9,249
	On-line program revenue reconciliations	\$1,111
	Preparation of applicable journal entries for Comptroller	\$326
	Reconciliation of Accounts Receivable clearing accounts	\$1,493
	Review and approval of external billings from Banks; Custodians; etc.	\$966
	Setup for regular billings in Banner	\$2,926
	Special Payment arrangements (Employer, etc.)	\$2,940
	Working with ARAMARK on Meal plan Billing/issues	\$431
	Working with Deans' Office & Registrar on billing issues	\$716
	Working with Residence Life on Housing Billing/Issues	\$542
	Working with Study Abroad Office on billing issues	\$481
BILLINGS Total		\$21,181
COLLECTIONS	Monitoring In House collections program	\$403
	Working on various loan programs	\$240
	Working with External Collections agencies	\$531
COLLECTIONS Total		\$1,174
COMPLIANCE MONITORING	Bond Issues	\$961
	Debt compliance monitoring	\$1,233
	Letters of Credit provisions	\$256
	Other Disclosures	\$1,596
	Standard & Poor's reviews	\$430
COMPLIANCE MONITORING Total		\$4,476
CONSTRUCTION/CAPITAL PROJECTS	Creating budgets for Capital Projects	\$633
	Fixed Asset accounting (with Purchasing)	\$3,285
	Monitoring expenditures versus Capital Project budgets	\$2,955
	Monitoring funding sources for Capital Projects	\$1,454
CONSTRUCTION/CAPITAL PROJECTS Total		\$8,328
DEVELOPMENT/PRIVATE GIFTS	Form 990, Schedule G considerations	\$651
	Investment of new endowment gifts	\$1,131
	Investment of new endowment gifts (Cash; stocks; gifts in kind)	\$699
	Preparation of financial reports for Donors	\$452
	Preparation of financial reports for Donors and others	\$333
	Tracking of expenditures under various endowments	\$489
	Tracking of expenditures under various endowments & restricted funds	\$1,089
	Tracking various endowment investments - booking entries	\$2,888
	Work with Development area on creation of pledges/trusts	\$1,081

Sample section of Categories for Functional Job Analysis

	Category	Functional Sub-category
1	Financial Reporting - Internal	Interim Financial Reporting - preparation of interim reports Analysis/review of monthly budget variances General Ledger review and monitoring Preparation of journal entries
2	Financial Reporting - External Audit	Prepare preliminary schedules Coordinate timetable with external auditors Complete external auditor schedules/worksheets Prepare A-133 schedules and reports
3	Treasury/Cash Management	Monitor daily/weekly cash flows Monitor balances in short term cash accounts Transfer short term funds into CD's, etc. Prepare monthly cash flow projections
4	Bank Reconciliations	Reconciliation of deposit detail (OTC deposits, wires, etc.) Reconciliation of expenditures detail (Checks, wires, etc.) Review of specific transactions with Bursar, etc.
5	Grant Accounting	Review proposals for external grant funding - federal Review proposals for external grant funding - State Review proposals for external grant funding - Private Monitor deadlines for financial reports for grants Assist with preparation of external financial reports Monitor budgets for external grants Prepare A-133 schedules and reports
6	Other Restricted Fund Accounting	Work with Faculty on restricted fund accounting issues Work with Student Affairs on restricted fund accounting issues Resolve budget issues relating to restricted funds
7	Development/Private Gifts	Work with Development area on tracking of pledges Work with Development area on researching Donor questions/issues Work with Development area on creation of pledges/trusts Preparation of financial reports for Donors Tracking of expenditures under various endowments Investment of new endowment gifts Tracking various endowment investments - booking entries
8	Annual Operating Budget	Building first pass of University operating budget Analysis/review of monthly budget variances Handling day to day budget issues with budget supervisors Processing internal budget transfers
9	Construction/Capital Projects	Creating budgets for Capital Projects Monitoring expenditures versus Capital Project budgets Monitoring funding sources for Capital Projects Fixed Asset accounting (with Purchasing)
10	Financial Projections	Updating Future Perfect software with new/recent data Preparing financial information for financial projections Discussing drivers needed for updated financial projections Comparing financial projections with actual results
11	Tax Reporting	Preparation of IRS Forms 990 and 990-T Preparation of IRS Form 1099. Preparation of IRS Form W-2s. Preparation of quarterly payroll tax reports Preparation of Foreign Tax Forms (1042-s, etc.) Monitoring of tax compliance issues
12	Loan Programs	Monitoring of short term loan programs Monitoring of long term loan programs Monitoring of Faculty forgiveable loans Monitoring of PC loans Monitoring of Homesteading loan programs Working with payroll on withholdings/payments
13	Internal Analyses	Allocation of revenues by department Calculation of departmental expenses Calculation of departmental net contributions Monitoring of contributions from Auxiliary Enterprises Preparation of Student Financing profile Preparation of special analyses - CFI Participation in benchmarking reports Completion of surveys (IPEDS, AJCU, NACUBO, etc.)