

## **Shared Services Center**

**Institution: The University of Memphis**

**Problem/challenge:** As with most institutions, the complexity of the work in the departments was increasing, the central units were stretched thin, as well as there was a need to increase the infrastructure for grants administration and/or other priority initiatives. Errors rates on incoming work was higher than they should be and lots of time was being devoted to one-on-one help.

**Solution/intervention:** As part of its ongoing efficiency and effectiveness efforts, the executive officers of the University of Memphis charged a small working group with seeking out solutions to the challenges the school was facing at the time. At the suggestion of a colleague, a few members from the University attended a NCCI conference where they gained not only process improvement ideas but chances to network with other institutions who were experiencing similar challenges. The group did not know where to begin with some of these ideas; however, as a result these relationships and subsequent conversations, the University was able to develop an effective blueprint. For example, Shared Services was one idea implemented in 2012 as a two year pilot for selected administrative processes. This business model creates a single service-oriented unit by bringing together similar business activities historically managed within individual departments. The goal is to assist departmental staff with the completion of transactional processes and optimize the amount of time spent on University, College, Division, and departmental initiatives. This is accomplished by transferring some of the more routine work to the Shared Services Center.

**Key words:** shared services, process improvement

**Contact:** Holly Rounds, [hrounds@memphis.edu](mailto:hrounds@memphis.edu)

**Further information:** <http://www.memphis.edu/ssc/>