



DFA Colleagues,

We are pleased to share that, with the collaboration of our talented employees and university stakeholders, the Beaver Works (business operations) Core Project Team has completed a couple of important milestones. A complete business operations inventory has been compiled, and 285 individuals engaged across 20 focus groups, providing feedback in the following key functional areas:

- Systems Access
- Accounts Payable
- Accounts Receivable
- Business Analytics
- Grants
- Payroll
- Purchasing
- Travel

If you would like more details, the [Beaver Works Project](#) website summarizes information from the inventories, as well as feedback about strengths, weaknesses, opportunities and threats collected from the focus groups.

Actual Outcomes Compared to Plan

As noted in the achievements and timeline section of the [project plan](#), the Core Project Team originally planned to identify and present the pros and cons of potential organizational structure options to leadership at this point in the project. However, no clear consensus has emerged on the most effective organizational structure for OSU from the feedback collected and the work done to date.

Therefore, the Core Project Team has begun working with functional area owners and stakeholders to tackle process and policy re-engineering, ensuring overall coordination and a systematic approach. The Controller's Office is exploring long-term structural organization options in order to better align resources with the current business needs of our partners across the university community, utilizing input from the Core Project Team. The business operations steering committee will review recommendations for any structural changes, with the ultimate objective of supporting innovation, efficiency and effectiveness, in alignment with the principles in the DFA Framework for Success. We encourage everyone involved with these efforts to continue to think broadly about how best to accomplish our work in support of OSU's Strategic Plan.

What is Happening Now

The Beaver Works Core Project Team has begun to collaborate with work groups in the Controller's Office and in Budget and Resource Planning to engage in operational excellence projects in the functional areas outlined above. The initial focus will be on two areas:

- **Travel Processes Re-engineering.** Heidi Sann, Associate Vice President for Finance and Controller, and Kelly Kozisek, Chief Procurement Officer, are providing direction and vision for the travel re-engineering project. The team is creating a business case demonstrating return on investment. Simultaneously, efforts are underway to establish a dedicated project manager to facilitate and support the work of the travel project.

- **Business Analytics.** Sherm Bloomer, Associate Vice President for Budget and Resource Planning, is sponsoring the business analytics project. Heather Riney will provide program management and support for this deep functional area. The Business Analytics project will focus on developing information and resources that respond to the growing needs identified in the Baker Tilly review and in feedback from focus groups, university experts, leaders and stakeholders.

We are excited about the continued advancements and improvements arising from the Beaver Works project. If you have any questions, you can visit the project [website](#), submit a question through the [contact page](#) or reach out to Heather Riney, DFA Project Manager at heather.riney@oregonstate.edu.

Thank you for your ongoing support and participation.

Sincerely,

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