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To: [Cabinet](#); [Cabinet Assistants](#); [Provost's Council](#); [Provost's Council Assistants](#); [DFA Extended Leadership Team](#); [Business Affairs - All](#); [Business Centers](#); [Budget and Fiscal Planning](#); research_office_staff@lists.oregonstate.edu
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Oregon State
University

Finance & Administration

Mike Green

To the Oregon State Community:

Over the last ten years, Oregon State University has experienced significant growth and changes in our governance structure and operating environment. This has resulted in an increased workload to support higher enrollments, grant activity, and numbers of faculty and staff. It has also led to a shift in the kinds of business services required by members of the university community. The university's business operations—which includes Business Affairs, Business Centers, the Office of Budget and Fiscal Planning, and business-related work in other departments and colleges—have worked hard to respond to demands for increased information that supports data-driven decision making and long-term planning efforts.

In this increasingly complex business environment, university leadership sees a need to improve business processes, balance service levels and workloads, and provide better forecasting and consultation services to administrators. In order to help ensure that the university can adequately support the current level of activities and continue to grow enrollments and research activity, it is important that we evaluate the overall support systems that enable this growth. Therefore, Oregon State is undertaking a comprehensive and integrated review of business operations conducted at the university.

The review will include the work of Business Affairs, the seven Business Centers and the Budget Office, as well as those groups' interactions and interrelationships with others across the university that impact business policies and processes. The Office of the Vice President for Finance and Administration is in the process of contracting with an outside consultant to consider how Oregon State might reorganize and improve its business operations to better serve academic, self-supporting and administrative units. This review will be conducted in a way that engages with the wide range of stakeholders involved, and includes their input within a transparent and collaborative process.

The consultant's work is expected to occur during the latter half of August and September, with recommendations to be provided later in the fall of 2017. The consultant will evaluate the types of business services, delivery methods, internal controls and compliance, operational efficiency, policy effectiveness, technology systems and other areas, as well as provide peer benchmarks and best practices. The review process is being directed by an oversight committee comprised of:

- Dan Arp, Dean of the College of Agricultural Sciences
- Susan Capalbo, Senior Vice Provost for Academic Affairs
- Mike Green, Interim Vice President for Finance and Administration
- Roy Haggerty, Associate Vice President for Research
- Dan Larson, Associate Vice President for Student Affairs
- Mitzi Montoya, Dean of the College of Business
- Patti Snopkowski, Chief Audit Executive

Stakeholders will be invited to participate in the review process; more details about schedules and opportunities for input will be provided as they come available. It is our goal to improve the university's overall business services in a way that satisfies the needs of constituents, while being sensitive to our budgetary constraints.

Thank you in advance for supporting this important effort.

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