

# Strategic Plan | 2019/20 - 2021/22



**ADMINISTRATIVE SERVICES COLLABORATIVE**  
For British Columbia's Public Post-Secondary Sector

# Our Partners

The Administrative Services Collaborative (ASC) is made possible through the partnership between British Columbia's 25 public post-secondary institutions, BCNET, and the Ministry of Advanced Education, Skills and Training.

We thank our partners for their continued support to make this initiative successful. We look forward to continuing to work together on solutions that deliver benefits to the post-secondary sector.



# Message from the Co-Chairs

## Collaboration is at the heart of our vision for the sector.

We are pleased to present a renewed strategic plan to guide the strong partnership established between public post-secondary institutions, BCNET, and the Ministry of Advanced Education, Skills and Training.

Our vision is fundamentally about collaboration – sharing knowledge and creating better solutions for administrative and support services across the public post-secondary sector by working together. Our focus has evolved to include a combination of sector-initiated ideas, as well as work on key government initiatives, such as sharing sector student housing expertise.

To reflect this evolution and our commitment to collaboration, we are adopting a new name: the Administrative Services Collaborative.

We look forward to continued success that builds on our strong culture of collaboration and delivers outstanding value.



**Martin Pochurko**

Sector Co-Chair  
Vice President, Finance and Administration  
Simon Fraser University



**Jeanne Sedun**

Ministry Co-Chair  
Executive Director, Sector Business Innovation  
Ministry of Advanced Education, Skills and Training



# Building on Collaboration in the Sector

The Administrative Services Collaborative (ASC) brings together B.C.'s 25 public post-secondary institutions, BCNET, and the Ministry of Advanced Education, Skills and Training. to share knowledge and partner on opportunities to deliver benefits to the sector.

Founded in 2012/13 as the Administrative Service Delivery Transformation (ASDT), the initiative has evolved to focus on sharing knowledge and creating better solutions for administrative and support services including:

- **Hosting forums to discuss shared opportunities**
- **Piloting initiatives to solve common challenges**
- **Delivering shared services that benefit institutions and the sector**
- **Providing advice on government initiatives for sector-wide programs and supports**

We collaborate on both sector-generated ideas and government initiatives.

# Highlighted Priorities

## Procurement Services

Joint procurement has grown from a pilot initiative to include contracts in four category groups: operational supplies, administrative services, information technology, and facilities.

## Enterprise Resource Planning (ERP)

We are piloting an initiative, in partnership with BCNET, to develop an Enterprise Resource Planning office, which provides advisory and technical services to the sector.

## Financial Services

We are exploring ways to streamline financial reporting to government and identify further opportunities to improve the delivery of financial services at institutions.

## Student Housing

We are organizing forums to share expertise and provide advice on student housing at universities and colleges across the province. This supports government's commitment to create approximately 8,000 new student beds over 10 years.

## Emergency Management

We are coordinating across the sector to mitigate and respond to business disruptions and catastrophic events using emergency management leading practices.

## Feed BC

Together with the Ministry of Agriculture, we are partnering on opportunities to support post-secondary institutions in increasing their use of B.C. foods, which helps institutions meet their sustainability goals and respond to student demand.



# Strategic Context

Administrative services are critical to the effective functioning of post-secondary institutions and need to respond to the changing expectations of the university, college, and institute community.

## Risk Mitigation

With 25 institutions across the province, few problems are unique. Yet addressing these challenges individually can create unnecessary risk. Rather than developing individual solutions, there are advantages to working together, sharing knowledge, and piloting innovative solutions that may benefit multiple institutions.

## Fiscal Stewardship

The post-secondary sector faces constantly growing demands on finite resources. As a result, institutions need to continually find more efficient and innovative ways to deliver support services. By working together, the sector can achieve administrative efficiencies and leverage economies of scale to realize cost savings. These benefits help ensure resources are directed to student needs and deliver value for taxpayers.

## Technological Change

Like all organizations, post-secondary institutions increasingly rely on technology. In a constantly evolving technology environment, the sector can leverage resources, expertise and shared solutions to mitigate risk and optimize the use of existing technology.

## Our Approach

Government and the public post-secondary sector are working together in partnership to identify opportunities where the sharing of knowledge or development of shared solutions will enhance the delivery of administrative and support services. In this plan, we outline the vision, mission and goals for our partnership for the next three years.

# Strategic Direction & Priorities

## Purpose

To deliver value to the public post-secondary sector through collaboration on administrative support services.

## Goals & Objectives

Deliver value through collaboration and shared services

- 1.1** Enhance existing shared services offerings
- 1.2** Pilot initiatives that show potential for shared benefit across the sector
- 1.3** Support the long-term sustainability of shared services initiatives
- 1.4** Share leading practices on common sector challenges

Enhance Success Of Government Initiatives

- 2.1** Build and leverage sector expertise on key initiatives
- 2.2** Advise on approaches for engagement with post-secondary institutions and students

## Principles

### Collaborative

Engage in open and constructive dialogue to develop shared solutions

### Results Driven

Realize significant measurable value for the sector

### Voluntary

Enable institutions to choose which projects to participate in

### Transparent

Share information openly and transparently with our partners

# Sector Collaboration

The B.C. public post-secondary sector is comprised of 25 universities, colleges and institutes with campuses throughout the province. Each institution is unique, yet despite this diversity there are many opportunities to leverage the strengths and capacities of institutions and collaborate on solutions that deliver value.

To achieve our vision, we rely on expertise from across the sector through a steering committee and sector engagement.

## Steering Committee

The partnership is guided by a 14 member steering committee including Vice-Presidents of Finance and Administration from across the sector, the President and CEO of BCNET, and representatives from the Ministry of Advanced Education, Skills and Training.

The Steering Committee represents the interests of the overall public post-secondary sector in British Columbia. The committee provides leadership, oversight and advice to advance initiatives that address common sector challenges to shared solutions.

## Sector Engagement

Each initiative draws on the expertise of representatives from across the sector. From formal committees to communities of practice to networking opportunities, the initiatives aim to engage a diverse range of voices and develop solutions that meet the needs of those working at the institutions.



# Highlights on Progress from Previous Strategic Plan

As we embark on our new strategic plan, it is important to reflect back on the priorities from the previous plan and the progress we have made.

## Priorities (2016/17 - 2018/19)

### **Pilot Joint Procurement Services in Partnership with BCNET**

*Transition joint procurement to BCNET to provide sector procurement and category management services.*

Building on the initial successes of joint procurement in the sector, a two-year pilot project was initiated at BCNET in 2016/17 with funding from government. This included establishing a team of procurement experts to engage with institutions, prioritize opportunities, and develop service agreements that meet institutional needs.

Joint procurement has grown from a pilot initiative to include contracts in four category groups: operational supplies, administrative services, information technology, and facilities. Participating spend over 5 years of \$238M, of which \$185M is related to information technology, demonstrates sector engagement in joint procurement.

Dennis Silva, Chief Procurement Officer (CPO) and lead for the joint procurement initiative, was honoured by the CPO Conference with the 2018 Innovation Award recognizing an outstanding CPO who uses new and innovative strategies to promote collaborative procurement.

### **Transition Ownership of ASDT to the Sector**

*Increase the influence and leadership of the sector in the governance and engagement model.*

This strategy evolved to a shared sense of ownership and a sustained partnership between the sector, government and BCNET. Governance and engagement moving forward will include a continued focus on fostering collaboration, building partnerships, and piloting shared solutions that create value both for institutions and for government. Successful projects will be transitioned to the sector once they are fully operational.

## **Develop Sustainable Funding Model**

*Develop equitable, transparent and predictable funding model that includes Ministry investments.*

Government has provided multi-year funding during the course of this strategic plan to support the piloting of several projects including two key pilot initiatives at BCNET – joint procurement and advisory services for enterprise resource planning.

With the success of the procurement pilot, an equitable and transparent funding model was developed to sustain this work within the sector over the long-term.

Government continues to support the piloting of new initiatives that enhance operational efficiency and explore shared solutions to common sector challenges for administrative and support services.

## **Enhance Focused Sector Collaboration**

*Establish Centres of Expertise for Finance, Ancillary, Facilities Management and Human Resources to leverage sector expertise and realize benefits.*

In 2016, a Financial Services Committee was established to advance financial opportunities identified by the sector. In late 2017, areas of focus were expanded to provide opportunities for public post-secondary institutions to engage on key government priorities, such as student housing and emergency management. Other areas of focus will be added should significant opportunities be identified.

## **Pursue Benefits of Collaboration for Enabling Technologies**

*Develop a sector strategy and approach for a unified vision for common business applications.*

In 2016, a sector ERP strategy was developed, followed by an engagement report in 2017. As a result of this engagement, in 2017/18 a pilot project was launched to establish a sector ERP Office including a sector-wide support model.

The ERP Office supports vendor contract management, provides consultative services, and engages in key projects to enhance sector ERP operations. Many institutions have already engaged the office in the first year of the pilot to take advantage of the services offered.



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