

CASE STUDY:
**College System Efficiency,
 Effectiveness, and Shared Services**

Situation

The Washington State Board for Community and Technical Colleges (SBCTC) is the state agency providing leadership and coordination for Washington’s system of 34 public community and technical colleges. The search for new efficiencies in service delivery and back-office support had been ongoing for a number of years as a result of growing enrollments and shrinking revenue, which was exacerbated by the Great Recession. From 2009 to 2011, state funding was cut by nearly one-quarter while enrollment grew by almost 20 percent. The state’s schools needed to do more with less.

Solution

The Hill Group was engaged to aid the agency and related system in responding to a legislative mandate requiring the identification of efficiencies within the system for reinvestment into areas that will improve student outcomes. This effort included significant analysis and value-driven business process redesign of accounts payable, payroll, purchasing, admissions, enrollment, financial aid, benefits administration, and IT management. The Hill Group gathered and analyzed exhaustive data on effort invested in and outcomes resulting from these functions and processes at each college. We then identified where opportunities existed for consolidation of services could occur that would not only maintain but enhance student outcomes.

CLIENT

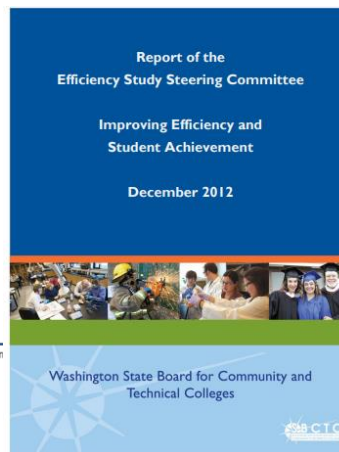
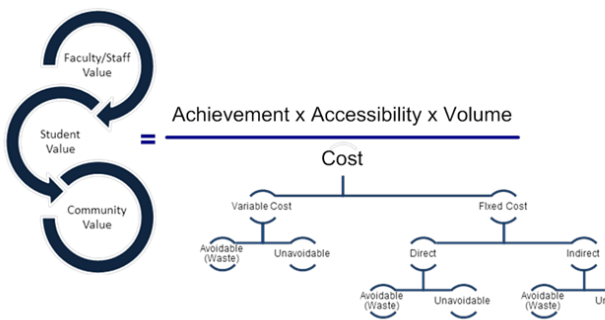
WASHINGTON
 STATE BOARD OF
 COMMUNITY AND
 TECHNICAL
 COLLEGES

INDUSTRY

HIGHER EDUCATION

PROJECT

SYSTEM
 EFFICIENCY AND
 EFFECTIVENESS



Results

- Identified 40 key variables with greatest statistical impact on student success
- Reimagined and reengineered systems and processes to amplify the impacts of these variables while reducing other with less impact
- Design of shared service models
- Demonstrated achievement of and compliance with mandates set forth

Behind the Scenes

The Hill Group assisted SBCTC with achievement of a state-legislated mandate (ESSB 6359) to improve the efficiency and effectiveness of the state's community and technical college system. Our team worked with SBCTC leadership to deploy sophisticated analytical tools to identify benefit and cost drivers within eight then-decentralized functional areas (accounts payable, payroll, purchasing, admissions, enrollment, financial aid, benefits administration, and IT management), and redesigned and centralized business processes to simultaneously reduce costs and improve impacts on student access, persistence, and completion.

About The Hill Group, Inc.

Founded in 1953, The Hill Group, Inc. is a premier provider of management counsel, specializing in strategy, execution, and measurement. Our team of consultants has deep experience across several industries, enabling our team to draw on best practices from a variety of sectors to help our clients grow, innovate, and achieve maximum potential.

Strategy – *Envisioning an organization's future, capitalizing on its opportunities, identifying strategic priorities, and implementing positive change.*

- Strategy Development
- Decision Support and Analysis
- Strategic Planning and Management
- Business Planning and Feasibility Assessments
- Mergers, Acquisitions, and Strategic Alliance Planning
- Market Research and Analysis

Execution – *Ensuring that an organization is efficiently and effectively utilizing its resources to its full potential.*


- Process Improvement and Innovation
- Business Model Development and Resource Allocation
- Financial Assessment and Management
- Turnaround, Business Transformation, and Change Management
- Governance Assessment and Development

Measurement – *Increasing an organization's performance through measurement and continuous improvement.*


- Measurement
- Business Analytics and Intelligence
- Economic Impact Assessment
- Employee Opinion, 360-Degree Feedback, and Service Quality Surveys
- Industry Benchmarking Surveys


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