


DIMENSIONS OF BUSINESS DECISIONS AT UIC



VANESSA PEOPLES

**INTERIM ASSISTANT VICE PRESIDENT FOR BUSINESS AND FINANCE/CHIEF
BUSINESS OFFICER**

WORKSHOP DESCRIPTION



Utilizing real *UIC case studies*, we will explore decision-making frameworks used when addressing challenging issues within our **complex environment**. Balancing institutional policy and procedures, state and federal regulations and statutes, with the *needs and interests of various stakeholders*, requires a multi-dimensional perspective when engaging in business matters on a daily basis.

DECISION MAKING – FULL HOUSE STYLE

<http://youtu.be/OxRpGMeJPs8>

4 TOP COGNITIVE BIASES TO DECISION MAKING YOU SHOULD AVOID

- Self Serving Bias (protects our self esteem)
- Cognitive Fluency – easily leads to an illusion of truth
- Sunk Cost Fallacy
- Confirmation Bias (you only seek evidence that supports your belief)

COMPLEX ENVIRONMENT

- OBFS Policy
- Campus Policy
- School/College Policy and Protocol
- Board of Trustees Statutes, General Rules and Bylaws
- Statute Procurement Code
- LAC Guidelines
- Code Federal Regulations From Various Agency Policy

DECISION MAKING AND LEADERSHIP FRAMEWORKS

- Structural View
- Political View
- Human Resources View
- Symbolic View

STRUCTURAL CONSIDERATIONS

- How should work be parceled out across roles and units in the institution?
- Integration of diverse efforts and interests of individuals, groups, departments to ensure quality and alignment with campus mission and goals?

Problems result from structural misalignment

POLITICAL CONSIDERATIONS

- Understand and leverage the political realities that are present in situations.
- Academic leaders serve as advocates and negotiators in arena of scarce resources and conflicting interests.
- The internal and external optics should be taken into consideration

HUMAN RESOURCES CONSIDERATIONS

- Capacity to encourage people to bring their best talents and selves to their work
- Aligning human and institutional needs is difficult.
- Must understand and respond to the best interests of both people and the institution...harmonious alignment.

SYMBOLIC CONSIDERATIONS

- Build and sustain constituents faith in the institution's mission and individuals contributions.
- Symbolic messaging influences what something means or stands for and triggers deeply embedded associations that effect feelings.

UIC CASES AT A GLANCE

- How many floors are going to be in the two floor Mile Square Building.
- To do or not to do testing of Medical Marijuana.
- Our revenue generating contracts are not generating revenue? Continue yes/no
- Illinois contracting system...the few or the many


How many floors are going to be in the two floor Mile Square Building?

- Structural
- Political
- Human Resources
- Symbolic View



shutterstock - 103814867

Mile Square was awarded a federal grant from HRSA to build a two story clinic to replace primary location. HRSA gave them 2 years and \$12MM to build the building? This was not enough money to complete the project. There were other high priority space needs on campus.



To do or not to do testing of Medical Marijuana.

- Structural
- Political
- Human Resources
- Symbolic View


The University has been approached by a State agency to perform tests on medical marijuana before it is to be distributed by dispensaries. This appears to be a great revenue generating opportunity because the revenue stream from another agreement with this agency has eroded over the last several years. Given the sale of medicinal marijuana is now legal in the State of Illinois, is this an opportunity we should pursue?

Our revenue generating contracts are not generating revenue? Continue yes/no/maybe so.

- Structural
- Political
- Human Resources
- Symbolic View

The University has approximately \$MM in revenue generating agreements with various State of Illinois agencies. For many (most) of them, we are not receiving money for the invoices submitted for payment. Do we continue to render services for these contracts?





***Illinois
contracting
system...the
few or the
many***

- Structural
- Political
- Human Resources
- Symbolic View

OBFS deployed the Illinois Contracting System to all campuses in 2014 targeting departments and colleges with the heavier contracting volumes. The system is best suited for individuals who process several agreements. Others would continue to process manually. The system is somewhat intricate.



QUESTIONS AND DISCUSSION