Comprehensive Administrative Review Update: June 5, 2017

The Comprehensive Administrative Review Steering Committee met for the first time on May 17, 2017. We heard a charge from Chancellor Wrigley and collectively discussed key focus areas and next steps for this review. Key takeaways include:

- **Review Focus.** Additional key points were raised in addition to those raised in the Chancellor’s introduction (https://www.youtube.com/watch?v=H9kQ7BWouLe) and the White Paper (http://www.usg.edu/assets/admin_review/documents/reports/Administrative_Review_-_5.3.17.pdf). The Committee felt that the review should:
  - Produce results that are feasible for each campus and not a “one size fits all” approach.
  - Recognize and encourage innovative approaches to shared challenges.
  - Be student- and outcome-focused with respect to each activity reviewed – the goal should be to be both effective and efficient.
  - Free up resources to benefit the respective institution, its students, and its mission.
  - Recognize that some processes and efforts may be ripe for centralization within an institution while others may benefit from a USG-wide centralized approach.
  - Provide some meaningful and relevant benchmarks for use across institutions and the USG.
  - Identify how greater use of technology and consistent processes can be leveraged across the USG.
  - Address significant risks in its analysis.

- **External Assistance.** The review will be assisted by a to-be-determined external firm. That firm will focus on data collection and analysis. However, key decisions with respect to methodology, the report, etc. will reside with the Steering Committee with the assistance of USG Organizational Effectiveness. In short, we will maintain ownership of this process.

- **Messaging.** Transparency and consistency is very important in this initiative. Regular communication to institutional and System Office leaders is important and will take the form of regular emails and face-to-face updates to presidents, a standard presentation for delivery to functional groups (e.g., CBOs, CHROs, faculty and staff groups, VPAAs, VPSAs, etc.), and posting to the Comprehensive Administrative Review website (http://www.usg.edu/adminreview/). Suggested updates to the website, particularly the Frequently Asked Questions section (http://www.usg.edu/adminreview/frequently_asked_questions), should be submitted using the contact form at: http://www.usg.edu/adminreview/contact.

- **Methodology.** The Committee broke into groups and developed potential methodologies that were subsequently shared with the entire committee. Potential methodology steps include:
  - Use benchmarking and metrics (internal to institution and across sectors, System, etc.) to provide points of comparison for administrative activities and staffing levels.
  - Conduct a literature review to identify potential approaches, best practices, relevant data, etc.
  - Ensure the methodology includes campus visits, i.e., do not rely solely on surveys, data reviews, etc.
  - Collect both survey and focus group data.
  - Incorporate student feedback to assess effectiveness of certain services.
  - Explore use of centralized services (intra-institution and across the USG), outsourced services, etc.
  - Ensure use of consistent language.
  - Consider successes actually achieved versus projected benefits from similar efforts, i.e., ensure recommendations can be implemented in practice and not just as theory.
- Determine impact of policies and policy review process on institutional processes
- Consider how USG-wide contracts could assist in achieving review objectives
- Develop best practice organizational structures and processes by functional area for use by campus leaders

- **Timeline and Phases.**

  - **RFP (Request for Proposal).** A selection committee currently is reviewing RFP responses. We will complete this work over the coming weeks and anticipate finalizing a contract in June 2017.
  - **Methodology Timeline.** The steering committee and staff will continue to work on potential methodologies over the summer and anticipate completing this work in August 2017.
  - **Participating Institutions.** The steering committee also discussed potential institutions for participation in Phase I. The System Office will go first as a part of Phase I in addition to five institutions to include at least one from each USG sector. University of West Georgia will participate as a Phase I institution. Steering Committee chair UWG President Dr. Kyle Marrero and Vice Chancellor for Organizational Effectiveness John Fuchko, III will visit with potential Phase I institution presidents before the list of Phase I institutions is finalized. Institutions may volunteer to participate in Phase I and should do so by contacting Dr. Marrero or Mr. Fuchko.
  - **Data.** Organizational Effectiveness will establish an initial, draft data request list for provision to all institutions in order to provide maximum lead time to produce data. Institutions participating in Phase I should anticipate an initial data request in August 2017; however, all institutions will be provided a copy of both the data request draft for their feedback and the final copy in order to provide Phase II institutions a longer lead time to compile data.
  - **Overall Timeline.** We anticipate completing the review as outlined in the administrative review timeline (http://www.usg.edu/adminreview/planning_and_timeline). The committee discussed the importance of managing the administrative review workload in light of other expectations for USG institutions, e.g., OneUSG, consolidation, etc.

Please do not hesitate to contact us with any input, questions, or other guidance.

Respectfully submitted,

Comprehensive Administrative Review Steering Committee

Office of Organizational Effectiveness