Comprehensive Administrative Review Update: Oct. 5, 2017

The Comprehensive Administrative Review (CAR) Steering Committee met on Thursday, Oct. 5, 2017 and collectively discussed goals for the meeting. These included:

1. Overarching methodology
2. Approval of survey tools (Opportunity Identification and Activity Assessment)
3. Initial data requests

- Steering committee chair University of West Georgia President Kyle Marrero and Vice Chancellor John Fuchko III, reported on their presentation during the recent president’s retreat. They received feedback via a worksheet designed to solicit input from the assembled presidents. Some of the key areas of input related to financial aid, academic missions and transcript review. The assembled presidents provided useful feedback and understood that the CAR would be a “deep dive” into campus operations and structure.

Report Highlights from Huron Consulting

Representatives from Huron Consulting presented an update on their efforts thus far.

- All Phase I campuses have been visited. These include:
  - Georgia Institute of Technology
  - Kennesaw State University
  - University of West Georgia
  - University of North Georgia
  - South Georgia State College
  - East Georgia State College
  - University System Office

- Some interviews have already been conducted at the University System Office. The tentative timeline for additional interviews is November 1 for the University System Office, the University of West Georgia shortly thereafter and Georgia Institute of Technology beginning on December 1.

- Initial interviews and visits were very positive and well received. Huron Consulting representatives found that campuses in the same geographic regions often had cooperative relationships in various areas.

- The steering committee members provided input and feedback to the Huron team that related to variables that will be analyzed in the administrative review process.
• The Huron team reviewed the data requests with the campuses and received feedback from all 28 campuses. The feedback indicated that campuses felt that more data needed to be collected in the areas of distributed IT, HR and customer satisfaction.
• Updated requests will be distributed to the first three Phase I institutions. Refinements will be made to following data requests as needed.
• Additional discussion revolved around data gathering as it relates to setting a timeframe for positions that have been kept vacant. How will various factors related to vacant positions be reconciled prior to data gathering? Some factors that committee members felt need to be addressed include length of time position has been vacant, constraints on hiring timeframe (some departments must wait 90 days before they can post a vacant position) and academic calendar constraints. Huron suggested that 12 months could be the threshold. Positions that are vacant more than 12 months would trigger deeper analysis. The committee concurred with this approach.
• Huron provided a list of proposed core interviews at institutions, including heads of functional areas, and requested feedback from the committee.
• The committee recommended that the ability to add additional heads of functional areas be an option for institutions. Some of the examples given by committee members included individuals leading SACS accreditation efforts, institutional effectiveness and institutional research area heads.
• A recommendation came from the committee that the list be provided to institutional presidents, in advance, to give them enough time to refine the core interviewee list to reflect their specific institutional structure.
• The committee accepted the data request process that will include their recommendations and feedback.

Opportunity Identification Survey Presentation – Functions, Objectives and Participants

Representatives from Huron Consulting presented and sought feedback related to the Opportunity Identification survey.

• The committee recommended adding additional end users who would know best how to provide feedback regarding opportunities in their specific areas. One example was in the area of research. In this case, the principal investigator would be best acquainted with the research functions at the institution and, therefore, best suited to identify opportunities.
• Related to the ability to add additional end users, the committee agreed functionality should be added that would allow the survey to be forwarded, or redistributed, to other individuals that the initial recipient determines are best suited to answer the survey.
• Huron will codify the survey template to include the option for the initial recipient to redistribute to other individuals as requested by the committee.

Activity Assessment – Functions, Objectives and Participants

Representatives from Huron Consulting presented and sought feedback related to the Activity Assessment.
- The CAR steering committee had questions regarding distribution. They also expressed the need to provide support to the participants because of the open-ended structure of the assessment. The support might come in the form of proctored administration of the assessment or after-hours settings for the participants to complete the assessment.
- The Huron representatives expressed the need for the Activity Assessment to be ready to go with the following points addressed:
  - They asked if a subgroup of the committee would be willing to pilot or assist in the proctoring process. The subgroup would develop communications focused on how individuals can best complete the assessment.
  - Dr. Theresa Wright, Carl Vinson Institute of Government, University of Georgia shared that her group would be pleased to provide this support.
  - Juan Jarrett, University of Georgia and Kim Harrington, Georgia Institute of Technology agreed to provide “Do’s and Don’ts” for supervisors in their validation roles.
  - Huron will explore the possibility of “saving” the survey during completion so that employees will not have to complete at one sitting.
  - Huron will include multiple functional areas and specifically added auxiliaries, compliance and audit, enrollment management, facilities operations, fundraising and advancement, institutional research, libraries and athletics. The committee concurred with this approach.

Steering committee chair President Marrero and Vice Chancellor Fuchko, reminded the committee members that they will present information about the Comprehensive Administrative Review to the Board of Regents at its next meeting being held at Middle Georgia State University on October 10 and 11.

Upcoming CAR committee meetings:
- Thursday, Nov. 9 at 2 pm.
- Wednesday, Dec. 6 at 2 pm.

Timeline and Phases
The [timeline for the project](#) can be found on the CAR website.

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