Comprehensive Administrative Review Update: April 4, 2018

Project Updates from Huron Consulting

Huron Consulting representatives presented an update on project progress. They indicated that they have concluded the majority of Phase I on-site assessments at the end of March. The Huron teams will begin the on-site assessments for Phase II institutions starting in May.

Phase I Updates – Georgia Institute of Technology, University of North Georgia, Kennesaw State University, South Georgia State College and East Georgia State College, University of West Georgia, University System Office

Huron Consulting representatives gave a Phase I progress update. They estimate that they are approximately 95% complete with Phase I. They are finalizing preliminary assessment reports at Georgia Institute of Technology, Kennesaw State University and East Georgia State College and expect to share these results with the Georgia Tech and Kennesaw leadership mid-April and East Georgia leadership at the end of April. The Huron team concluded their on-site field work on March 1 and presented preliminary findings to SGSC leadership on March 27.

At the March Steering Committee meeting President Marrero, committee chair, requested an assessment of the Phase I effort once it was completed. In response to that request, Huron representatives shared that the response rates for six institutions and USO in Phase I were 71% for the Opportunity Identification Surveys and 97% for the Activity Assessments.

Huron representatives then presented some key insights from their work to date:

- Tiered policy structures or delegated authority models may offer better alignment of policy goals, enforcement/compliance efforts, and outcomes achieved.

- Decentralized administrative and campus functions present the potential for inefficient processes, duplication, and inconsistent service levels.

- Aggregating the Opportunity Identification Survey results across the Phase I institutions, Information Technology functions tend to be ranked among the best in class whereas HR, Payroll & Benefits and Procurement tend to be ranked as areas for improvement.

- Certain services may benefit from a more centralized delivery model.

Sample Institutional Action Plan Response Processes and Templates

President Marrero and Vice Chancellor Fuchko shared the Institutional Action Plan Response Processes and Templates that were developed to capture implementation strategies, improvements, and timeline to be made at institutions as a result of the CAR.

Vice Chancellor Fuchko discussed the process of review and analysis of the Huron report that took place at the System Office. He gave an overview of how the System Office team is moving forward in the next 90 days based on the team’s analysis. He also shared a draft CAR Institution Project Tracker form. He asked the committee members to review the draft and provide feedback.
Discussion ensued among the committee members related to how the University System plans to track the impact, implementation and ongoing maintenance of the CAR at institutions.

President Marrero shared how the UWG team was composed, functioned and is analyzing their report. He shared the timeline for implementing recommendations and decisions coming out of the process. He hopes to have a template and draft report to share at the next steering committee meeting.

Vice Chancellor Fuchko emphasized that institutions that do not have the capacity to commit staff to their respective analysis teams can contact him. He will find a way to provide support from his office.

**Updates of Phase II Schedule**

Huron Consulting representatives presented the Phase II timeline. Huron has kick-off planning and initial communication efforts with the first five institutions in Phase II:

- Valdosta State University
- Fort Valley State University
- Georgia College and State University
- Savannah State University
- Columbus State University

The remaining 15 institutions will be in two more sets over time. Huron expects to be finished with the assessment of Phase II institutions by the end of 2018 with a draft final report to be completed in early 2019.

**USG Project Communications**

President Marrero discussed the potential use of the CAR as a communication tool. It is a powerful story about the USG effort to assess how it currently delivers higher education and how it is actively working to be on the forefront of redefining higher education delivery for a rapidly changing future. He asked the steering Committee to consider how to utilize this opportunity to tell this story.

**Closing Remarks**

President Marrero provided the proposed meeting schedule for the next four months:

- May 2, 2018, 12noon-2pm - meeting as scheduled
- June 6, 2018, 12noon-2pm - CANCELLED (Phase II update will be provided via email)
- July 11, 2018, 12noon-2pm - meeting as scheduled
- August 1, 2018, 10am-3pm - meeting and workshop

In particular, he asked steering committee members to please make sure they have schedule availability to be onsite for the August 1 meeting.