WHY COMPREHENSIVE ADMINISTRATIVE REVIEW (CAR) NOW?

“Higher education has undergone fundamental changes in who enrolls and why, how instruction is delivered, and how it is paid for. We must ask ourselves: Are we positioned to meet the challenges of today, and are we preparing for those of tomorrow?”

The time is right for the University System to look in the mirror. A comprehensive examination of how the System and the institutions are administered in light of the new realities in higher education will help ensure we are fulfilling our mission today and tomorrow.”

– Chancellor Steve Wrigley
CAR OBJECTIVES

- Develop **model organizational structures and processes** that will consistently **enhance our ability to further** the teaching, research, and service the **mission** of the University system

- Develop and implement a **21st century operational model** in a multi-campus, diverse University system

- Identify recommendations that would **enhance administrative effectiveness, efficiency, and execution** at all levels of the organization

- Identify **administrative cost savings** that can be **redirected into the System’s core functions** of teaching, research, and service
GORDON STATE COLLEGE CAR TEAM

CAR Points of Contact
• CAR Lead: Laura Bowen
• Data Point of Contact: Ashley Kalle
• Communications Point of Contact: Dawn Byous
• HR Point of Contact: Jessica Yarbrough

Stakeholders
• Institution Leaders - President, Vice Presidents, Deans, Department Chairs, Unit leaders faculty with administrative responsibilities, managers
• Student Leaders – identified by Deans, Department Managers, Student Affairs Staff, Student Success Center Staff
PROJECT ORGANIZATIONAL STRUCTURE

Board of Regents
Committee on Finance & Business Operations

Executive Sponsor
Dr. Steve Wrigley, Chancellor

Comprehensive Administrative Review Steering Committee
Dr. Kyle Marrero, Chair, President, University of West Georgia

USG Core Project Leadership
Tricia Chastain, Executive Vice Chancellor for Administration
John Fuchko, Vice Chancellor for Organizational Effectiveness
Dan Ebersole, Project Manager - Management Review

Huron Project Leadership
Greg Bedell, Project Managing Director
Mike Phillips, Project Director

Huron Data Analytics Team

Huron Core Team

Huron Core Team

Huron Core Team

Huron Core Team

Huron Survey Team

Campus Contact, Communicators, and Stakeholders

Huron Strategic Guidance
Phase II of the CAR project includes the remaining 20 USG institutions and is scheduled to conclude in early 2019. The institutions scheduled from April to August are displayed on the timeline below.
Huron will work in tandem with each campus to review the project approach, provide ongoing project updates, vet institutional data, and findings with campus leadership.

### INSTITUTIONAL ENGAGEMENT PROCESS

- **Kickoff Assessment**
  - Review process, set expectations, initiate project

- **Data Collection & Analysis**
  - Work with System Office and Data Coordinator at each institution

- **Assessment & Analysis**
  - Activity Assessment & Opportunity Identification
  - Survey to be deployed at each institution to specific audiences

- **Interviews & Focus Groups**
  - Invitations for interviews and focus groups will be sent by local leadership/project coordinators at each institution

- **Report Development & Confirmation**
  - Institution-level reports will be vetted with local leadership to confirm accuracy of findings and recommendations before presentation to other project governance

### Key
- On-Campus, In-Person
- Primarily Off-Site
• After soliciting CAR Steering Committee input, the data request was streamlined and simplified
• Feedback was solicited from all 28 institutions on the requested items and data availability
• Initial HR and Finance files were requested and provided by USG System Office
• Gordon State College Data Contact – Ashley Kalle
• Project team sent formal data request to Phase 2 Institutions on June 18, 2018
• Gordon State College data submission (pending collection of policies/processes) – July 18, 2018
THREE COMPONENTS:

1. OPPORTUNITY IDENTIFICATION SURVEY

2. ACTIVITY ASSESSMENT

3. HURON CAMPUS ENGAGEMENT
Survey Objectives

1. Collect information on functions and processes that work well and those that need improvement or otherwise present an opportunity for administrative efficiencies.

Survey Participants

1. Equivalent of managers and above at each institution. Includes faculty with administrative responsibilities and identified student leaders.

In-Scope Functions

1. Academic/Faculty Dev. & Support
2. Auxiliary Services
3. Budget
4. Enrollment Management & Financial Aid
5. External Relations
6. Facilities & Space Management
7. Fiscal/Accounting Operations
8. Fundraising, Advancement, & Development
9. Human Resources, Payroll, & Benefits
10. Information Technology
11. Institutional Research
12. Intellectual Property & Economic Development
13. Internal Audit
14. Libraries
15. Marketing & Communications
16. Online & Professional Education Program Development & Support
17. Organizational Effectiveness/Improvement
18. Purchasing & Travel
19. Regulatory, Compliance, & Legal Services
20. Research Administration
21. Safety & Risk Management
22. Senior Administration
23. Student Life & Services
24. Other
**OPPORTUNITY IDENTIFICATION SURVEY – JULY 09 – JULY 13**

**FORMAT**

Individual responses to the survey will be confidential and presented only in summary.

<table>
<thead>
<tr>
<th>1. Participant background</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Best-In-Class</strong></td>
</tr>
<tr>
<td>2. Select up to three functions with ‘Best-in-Class’ operations</td>
</tr>
<tr>
<td>3. Select the processes and services that work well</td>
</tr>
<tr>
<td>4. Select specific attributes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Room-for-Improvement</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Select up to three functions with ‘Room-for-Improvement’</td>
</tr>
<tr>
<td>6. Select the processes and services that do not work well</td>
</tr>
<tr>
<td>7. Select specific attributes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Cross-Institution/Region/Sector/System Opportunities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Select functions with opportunity</td>
</tr>
<tr>
<td>9. Provide additional information</td>
</tr>
<tr>
<td>10. Review Summary Results and Submit</td>
</tr>
</tbody>
</table>

**Best-In-Class Process Evaluation Elements:**
1. Enhanced by technology or system integrations
2. Required approvals are appropriate
3. Consistent, clear policy and procedural guidance
4. Strong cross-functional collaboration
5. Appropriate levels of ‘central’ oversight
6. Documentation is robust and user-friendly
7. Excellent customer service

**Room-For-Improvement Process Evaluation Elements:**
1. Lack of technology or system integrations
2. Complicated or inefficient approval process
3. Inconsistent/Unclear policy and procedural guidance (Phone/Email Communications)
4. Barriers to cross-functional collaboration
5. Ineffective ‘central’ oversight
6. Documentation is limited or not user-friendly
7. Poor customer service

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www.usg.edu/adminreview
OPPORTUNITY IDENTIFICATION SURVEY – JULY 09 – JULY 13
SAMPLE SCREEN-SHOTS

Introduction

UNIVERSITY SYSTEM OF GEORGIA

As part of the Comprehensive Administrative Review project, we are soliciting responses to an Opportunity Identification survey to efficiently identify existing best-in-class operations, areas that could be improved, and potential solutions to common challenges at each institution. Responses to the survey will be anonymous and only presented in summary; your candid responses are encouraged and appreciated.

Results from this survey will enable the CAR project teams to better understand opportunities across USG to design the university system for the 21st century. If you have questions or comments regarding this survey or the CAR project, please visit our project website [INSERT Link] or contact the project team at [INSERT USG CAR Email].

To begin, we’d like to understand a little bit more about your background at USG.

At which institution within the Georgia System do you currently work?

University of West Georgia

Primary Functions

We’re interested in your experiences with the units providing services in the areas listed below, whether you are a customer, colleague, or service provider.

Which of the following units/areas do you consider ‘Best-in-Class’ in terms of efficiency, effectiveness, and service? Please select up to five.

- Academic Administrative Support
- Administration
- Auxiliary Services - Dining, Housing, Print Services, and Mail Services
- Compliance & Audit
- Enrolment Management
- Facilities Operations
- Fiscal Operations
- Fundraising Advancement & Development
- Human Resources & Benefits
- Information Technology
- Institutional Research
- Libraries
- Marketing & Communications

Sub-Functions

Which of the following processes/services listed below align with your ‘Best-in-Class’ designation? Please select all that apply.

- Evaluate capital plan (construction, deferred maintained, etc.)
- Determine if the APPA level of building service is sufficient
- Tracking deferred maintained needs, costs, and projections
- Tracking use and cost of space
- Requesting services
- Monitoring progress and completion of service requests
- Timely, clear, billing for services provided
- Timely follow-up and resolution for requesting services
- Developing comprehensive plan for capital projects
- Requesting design services

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**Assessment Objective**

- Collect effort (FTE) allocated to in-scope administrative support functions and other activities to support comparative benchmarking and analysis across departments, schools/colleges, and institutions.

**Audience/Scope**

- Huron has worked with Gordon State leadership to ensure that this assessment be taken by individuals with broad administrative duties. Those positions with primarily teaching roles or with little administrative duty will be excluded from this assessment.

### Activity Assessment Functions

1. General Administration, Management, & Support
2. Academic Administrative Support
3. Finance – General Finance, Accounting, & Budgeting (Non-Grant Related)
4. Finance – Procurement & Travel & Expense
5. Pre-Award Administration
6. Post-Award Administration
8. Communications & Events
9. Information Technology
10. Auxiliaries
11. Compliance & Audit
12. Enrollment Management
13. Facilities Management & Operations
14. Alumni Affairs / Development / Advancement
15. Institutional Research, Planning, & Analysis
16. Libraries
17. Academic Affairs & Professional Education
18. Student and Campus Services
19. Board of Regents Support & Engagement
20. Legal Affairs
21. Intellectual Property & Economic Development
22. External Relations
23. Other
The Activity Assessment will be administered using the Qualtrics survey tool. Time to complete the assessment will vary based on the number of functions an individual selects to allocate their time.

**Staff Activity Assessment**

1. Confirm Employee Information
2. Select Applicable Functions
3. Estimate Time Spent In Each Functional Area
4. Allocate Estimated Time Across Specific Activities
5. Review Summary Results and Submit

- Name
- Title
- Email
- Unit / Department
- FTE
- Supervisor
- Supervisor Email

Includes 22 functions fully listed on slide 13 (subset below):
1. General Administration, Management, & Support
2. Academic Administrative Support
3. Finance – General Finance, Accounting, & Budgeting (Non-Grant Related)
4. Finance – Procurement & Travel & Expense
5. Pre-Award Administration
6. Post-Award Administration
8. Communications & Events
9. Information Technology
10. Auxiliaries
11. Enrollment Management
12. Facilities Management & Operations

1. General Administration, Management, & Support
2. Finance: Procurement and Travel & Expense
3. Human Resources Management (Incl. Benefits & Payroll)
4. Communication & Events
5. Enrollment Management

1. General Administration, Management, & Support
- General Department Support
- Student Management
- Staff Management
- Meetings and Collaboration
- Professional Development & Training
- Project Management
- Other

The Activity Assessment will be administered using the Qualtrics survey tool. Time to complete the assessment will vary based on the number of functions an individual selects to allocate their time.

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[www.usg.edu/adminreview](http://www.usg.edu/adminreview)
**ACTIVITY ASSESSMENT – JULY 09 – JULY 20**

**SAMPLE SCREEN-SHOTS**

**Enter/Correct Employee Information**

**Comprehensive Administrative Review Initiative Activity Assessment**

In order to ensure appropriate allocation of effort and to facilitate supervisor review, each participant will be asked to review and update/validate the specific position information listed below.

<table>
<thead>
<tr>
<th>Employee Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Email</td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td></td>
</tr>
<tr>
<td>Job Title</td>
<td></td>
</tr>
<tr>
<td>Supervisor Name</td>
<td></td>
</tr>
<tr>
<td>Supervisor Email</td>
<td></td>
</tr>
</tbody>
</table>
Distribute Academic Teaching/Research and Administrative Time

Now, please indicate the percentage of time you spend on Academic Teaching/Research and allocate the remaining percentage to Administrative/Other (Non-Teaching/Non-Research) time. Enter "0" for the category if it does not apply to you.

Please ensure that the percentages you enter sum to 100%.

Please Note: You will only need to account for and allocate time spent on Administrative/Other (Non-Teaching/Non-Research) activities as part of this assessment. Academic Teaching/Research time is not included in this review.

<table>
<thead>
<tr>
<th>Time Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Teaching/Research time</td>
<td>0</td>
</tr>
<tr>
<td>Administrative (Non-Teaching/Non-Research) time</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
</tr>
</tbody>
</table>
ACTIVITY ASSESSMENT – JULY 09 – JULY 20
SAMPLE SCREEN-SHOTS

Choose to Enter Time in Hours or Percent

We understand that when asked to estimate time spent on various activities, some people prefer to think in hours (based off a 40-hour work week for a full-time employee) and others like to think in terms of percentages (based off of 100%). [Click here](#) to see the example below to get a sense for which you would like to use.

Please select how you would like to enter your time throughout this assessment, in hours or percent. Once you make this selection, you **will not** be able to change it without having to re-enter your estimates.

- [ ] Hours
- [ ] Percent
Select Applicable Functions

Your responses throughout the rest of the survey should reflect your Administrative (Non-Teaching/Non-Research) FTE work.

Hover over each category for more information on what is included in that section.

- General Administration, Management, & Support
- Academic Administrative Support
- Finance – General Finance, Accounting, & Budgeting (Non-Grant Related)
- Finance – Procurement and Travel & Expense
- Pre-Award Administration
- Post-Award Administration
- Human Resource Management (Including Benefits & Payroll)
- Communications & Events
- Information Technology
- Auxiliaries
- Compliance & Audit
### Allocate Time to Functions

<table>
<thead>
<tr>
<th>Percent</th>
<th>Allocate Time to Functions</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administration, Management, &amp; Support</td>
<td>50</td>
<td>20</td>
</tr>
<tr>
<td>Communications &amp; Events</td>
<td>50</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>40</td>
</tr>
</tbody>
</table>

Please allocate what percent of your effort is typically spent on each of the functions/areas you selected. To update your selected areas, please go back to the previous page.

Hover over each category for more information on what is included in that section.

Please Note: If you selected "Other" and entered text on the previous page, you do not need to re-key that text below.

For example:

- If you are a **half-time employee** (0.5 FTE) and spend 50% of your time on administrative activities, allocate 10 hours below (out of 20).
- If you are a **full-time employee** (1.0 FTE) and spend 50% of your time on administrative activities, allocate 20 hours below (out of 40).
- If you spend 100% of your time on administrative activities, allocate all of your hours below.

Hover over each category for more information on what is included in that section.

Please Note: If you selected "Other" and entered text on the previous page, you do not need to re-key that text below.
### ACTIVITY ASSESSMENT – JULY 09 – JULY 20

**SAMPLE SCREEN-SHOTS**

#### Allocate Time to Activities

<table>
<thead>
<tr>
<th>Percent</th>
<th>Allocate Time to Activities</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>You estimated that you spend 50% of your time performing activities in General Administration, Management, &amp; Support.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Of the time you spend on General Administration, Management, &amp; Support, what percent do you give to the activities listed below? Please note your allocations must sum to 100.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Note:</strong> If after reviewing the activities you believe you spend more or less time in this function than originally estimated, please click the back button to update your estimates.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Department Support</th>
<th>25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Management</td>
<td>0</td>
</tr>
<tr>
<td>Department Operations/Management</td>
<td>25</td>
</tr>
<tr>
<td>Staff Management</td>
<td>25</td>
</tr>
<tr>
<td>Meetings and Collaboration</td>
<td>25</td>
</tr>
<tr>
<td>Professional Development and Training</td>
<td>0</td>
</tr>
<tr>
<td>Project Management</td>
<td>0</td>
</tr>
<tr>
<td>Organizational Effectiveness/Improvement</td>
<td>0</td>
</tr>
<tr>
<td>Other General Administration, Management, &amp; Support Activities Not Listed Above</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total** | 100 |

**You estimated that you spend 20 hours performing activities in General Administration, Management, & Support. Please review the activities below and allocate those hours as appropriate.**

**Hover over each category for more information on what is included in that section.**

**Note:** If after reviewing the activities you believe you spend more or less time in this function than originally estimated, please click the back button to update your estimates.

<table>
<thead>
<tr>
<th>General Department Support</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Management</td>
<td>0</td>
</tr>
<tr>
<td>Department Operations/Management</td>
<td>5</td>
</tr>
<tr>
<td>Staff Management</td>
<td>5</td>
</tr>
<tr>
<td>Meetings and Collaboration</td>
<td>6</td>
</tr>
<tr>
<td>Professional Development and Training</td>
<td>0</td>
</tr>
<tr>
<td>Project Management</td>
<td>0</td>
</tr>
<tr>
<td>Organizational Effectiveness/Improvement</td>
<td>0</td>
</tr>
<tr>
<td>Other General Administration, Management, &amp; Support Activities Not Listed Above</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total** | 20 |
The activity assessment will provide Gordon State College staff an opportunity to create a profile of how they currently allocate their time. We will share this information with each employee’s supervisor for validation. During the validation period, supervisors will review and confirm their staff’s responses through a separate tool and will be notified by email when their report’s assessments are ready for review.

Supervisor Review

1. Review Consolidated Report of Responses from Employees
2. Add Comments and/or Make Changes to Allocations
3. Submit Final Report to CAR Project Team

Guidelines for Supervisors:
- This is not an evaluation of an individual’s performance or in any way associated with a classification or compensation review
- This assessment is not designed to mirror your employee’s job description; rather, it will be used to highlight administrative functions that are a part of your employee’s daily tasks
- Before changing employee responses, we encourage you to communicate with your employees if you feel like the survey is not an accurate picture of what you think their daily job entails
- Only change responses that you know to be incorrect or misinformed to improve the accuracy of the data collected
Supervisors will access an online application to review, update (if needed), and validate employee submitted hours. Instructions and supporting documentation will be provided to supervisors in advance of the review period.
### Work List

| Sample, Jeff | Supervisor Review |
| Sample, Jane | Supervisor Review |
| Sample, Joe  | Supervisor Review |

### Time Allocation

- 50% [Green]
- 25% [Yellow]
- 13% [Orange]
- 13% [Pink]
# SUPERVISOR REVIEW – JULY 30 – AUGUST 03

## SAMPLE SCREEN-SHOTS

### Consolidated View

<table>
<thead>
<tr>
<th>Name: Sample, Joe</th>
<th>Title: Testing</th>
<th>Department: Supervisor Review</th>
<th>FTE: 1.0</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Reported (Hrs.)</strong></td>
<td><strong>Employee Reported (%)</strong></td>
<td><strong>Supervisor Updates, if needed (%)</strong></td>
<td></td>
</tr>
<tr>
<td>Teaching/Research Time Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>General Administration, Management and Support Total:</td>
<td>20.00</td>
<td>50.00%</td>
<td>50.00%</td>
</tr>
<tr>
<td>Departmental Academic/Mission Support Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Finance – General Finance, Accounting and Budgeting (Non-Grant Related) Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Finance – Procurement and Travel &amp; Expense Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Pre-Award Administration Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Post-Award Administration Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Human Resources (Including Benefits &amp; Payroll) Total:</td>
<td>5.00</td>
<td>12.50%</td>
<td>12.50%</td>
</tr>
<tr>
<td>Communications, Events, and External Relations Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Information Technology Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Auxiliaries Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Compliance &amp; Audit Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Enrollment Management Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Facilities Operations Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Alumni Affairs Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Institutional Research Total:</td>
<td>5.00</td>
<td>12.50%</td>
<td>12.50%</td>
</tr>
<tr>
<td>Libraries Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Academic Affairs Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Student Services Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Board of Regents Support and Engagement Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Legal &amp; General Counsel Total:</td>
<td>0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Other L1 Total:</td>
<td>10.00</td>
<td>25.00%</td>
<td>25.00%</td>
</tr>
<tr>
<td><strong>Grand Total:</strong></td>
<td><strong>40.00</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

Submit
SUPERVISOR REVIEW – JULY 30 – AUGUST 03
SAMPLE SCREEN-SHOTS

Expanded View

- Teaching/Research Time Total:
- General Administration, Management and Support Total:
  - General Department Support
- Student Management
- Staff Management
- Meetings and Collaboration
- Professional Development and Training
- Other General Administration, Management, and Support Activities - Manage special programs

- Departmental Academic/Mission Support Total:
- Finance – General Finance, Accounting and Budgeting (Non-Grant Related) Total:
- Finance – Procurement and Travel & Expense Total:
- Pre-Award Administration Total:
- Post-Award Administration Total:
- Human Resources (Including Benefits & Payroll) Total:
- Communications, Events, and External Relations Total:
- Information Technology Total:
- Auxiliaries Total:
- Compliance & Audit Total:
- Enrollment Management Total:
- Facilities Operations Total:
- Alumni Affairs Total:
- Institutional Research Total:
- Libraries Total:
- Academic Affairs Total:
- Student Services Total:
- Board of Regents Support and Engagement Total:
- Legal & General Counsel Total:
- Other L1 Total:

Grand Total:
PREPARING FOR THE ACTIVITY ASSESSMENT
HOW EMPLOYEES CAN PREPARE

Use the **Activity Assessment Catalog** as a tool to:

1. Get familiar with the Functions and Activities that will be in the online tool – remember these are not formally aligned with Units / Departments
2. Document the hours or percent of time spent in each area (think of the average over a year’s time)
3. Engage in dialogue with supervisor about how the assessment will be completed (in advance of completing it online)
4. Reach out with any questions or concerns to the points of contact at Gordon State College or CAR team

Supporting Materials (Links):

- Activity Assessment Catalog
- Activity Assessment Worksheet
**Assessment Objective**

- To further evaluate and expand upon initial survey analyses, Huron will be present on campus to gain additional insight into campus operations through focus groups and individual interviews.

**Audience/Scope**

- Both the activity assessment and opportunity activity survey will inform the potential list of interviewees. In addition, Huron will interview groups that Gordon State College leadership has identified. Focus group topics and composition will vary based on survey findings and institution leadership; groups may include school/college business officers, faculty department chairs, student government, etc.
FAQS AND ADDITIONAL INFORMATION CAN BE FOUND ON THE CAR PROJECT WEBSITE:

WWW.USG.EDU/ADMINREVIEW/

QUESTIONS?
CONTACT THE PROJECT TEAM AT USG-CAR@USG.EDU