Comprehensive Administrative Review

Update April 2019

If you need this document in a different format, please contact Kate Maine by email at kate.maine@ung.edu.
Project Background

In April 2017, USG Board of Regents Chancellor Wrigley announced a system-wide initiative focused on improving administration through:

• creating efficiencies
• streamlining processes
• finding ways to be more effective with USG resources
CAR Objectives

- Develop organizational structures and processes that consistently enhance our ability to further teaching, research, and service
- Develop and implement a 21st century operational model in a multi-campus, diverse University system
- Identify recommendations to 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
## Timeline

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Description</th>
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<tbody>
<tr>
<td>Dec. 2017 - Jan. 2018</td>
<td>Assessment &amp; Huron on-site meetings</td>
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<tr>
<td>February 2018</td>
<td>Huron report received</td>
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<td>July 2018 - April 2019</td>
<td>UNG CAR Working Group conducts review and drafts preliminary recommendations</td>
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<td>November 2018</td>
<td>Draft recommendations reviewed in collaboration with USG</td>
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<tr>
<td>Dec. 2018 - April 2019</td>
<td>UNG CAR Working Group refines recommendations</td>
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<td>April – May 2019</td>
<td>UNG Report Evaluation</td>
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<td>May 2019</td>
<td>Submission of recommendations to Chancellor for approval</td>
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<tr>
<td>July 2019</td>
<td>Implementation of UNG Action Plan begins</td>
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Huron Findings

- CAR report has four sections:
  - Spend Analysis
  - Analysis of our organizational Spans & Layers
  - Results from the Activity Assessment of employees
  - Results from the Opportunity Identification, Focus Groups & Interviews

- As we anticipated, the report did not reflect the complexities of UNG as a recently consolidated and multi-campus institution.
Huron Findings

**Benchmarking** – UNG has a strong market position relative to peer institutions based on admission yield rate. With almost the lowest core expenses per student FTE, UNG invests more as a percentage in academic support than peer institutions.

**Spans & Layers** - there may be opportunity to improve performance and reduce costs through the consolidation of management positions and/or the reduction of management layers.

**Activity Assessment** – 792 positions were mapped against 24 different functional areas along with the percentage of time allotted under each functional area. UNG evaluated positions where 40% or more of an employee’s time was spent performing activities that were considered “outside” the functions of their work area.
UNG CAR Working Group

Keith Antonia  Stephanie Gericke  Jamie Mitchem
Beth Arbuthnot  Anna Gillespie  Richard Oates
Carol Adams  Ron Graves  Alyson Paul
Wesley Burnett  Amanda Harden  Eugene Van Sickle
Donna Caldwell  Kate Maine*  Charlotte Wade
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Jarad Conner  Steve McLeod
Ken Crowe  Sallie McMullin

* Co-chairs
Spans & Layers Analysis

- 13 positions were coded based on inaccurate data
- 66 positions were reviewed and determined to be functionally efficient in the operation of UNG’s five campuses
- 38 positions were reviewed in additional detail and determined to be mission-critical within their current organizational structure
- 3 positions recommended for elimination due to the obsolescence of the function and planned retirements (Print Services)
- 3 positions recommended for redesign in classification responsibilities
- 22 positions recommended for a 2-layer reduction by reorganization (Libraries)
Activity Assessment Analysis

In applying the >40% parameter (those positions where individuals reported spending more than 40% of their time on functions not directly related to their position description), the number of positions evaluated was reduced to 110.

- Individuals in 30 positions misunderstood functions/activities due to instrument ambiguity or misalignment with the UNG structure
- 69 positions appearing to fall outside the appropriate department were deemed to be appropriately reported based upon job descriptions spanning five campuses
- 10 positions required adjustmentsUpdates to job descriptions
- 1 position was determined to be appropriate for UNG’s decentralized budget model
Opportunities for Improvement

These recommendations from the CAR Working Group are projected to achieve $1.3 million in savings for redirection or direct savings to students and would be implemented over the next 2-3 years.

- Expansion of virtual desktops for student labs
- Electronic travel reimbursement program
- Expansion of ShoreTel VoIP phone system
- Institution-wide sustainability program
- Expansion of low-cost/no-cost textbooks and Open Educational Resources