Comprehensive Administrative Review

Town Halls

February 12 & 13, 2018

CAR Overview and Update

- Key Objectives and Leadership Structure
- What to expect – Process, Methodology, and Proposed Timeline

- Communications – System & Campus
- Questions, Discussion, Input…Support!

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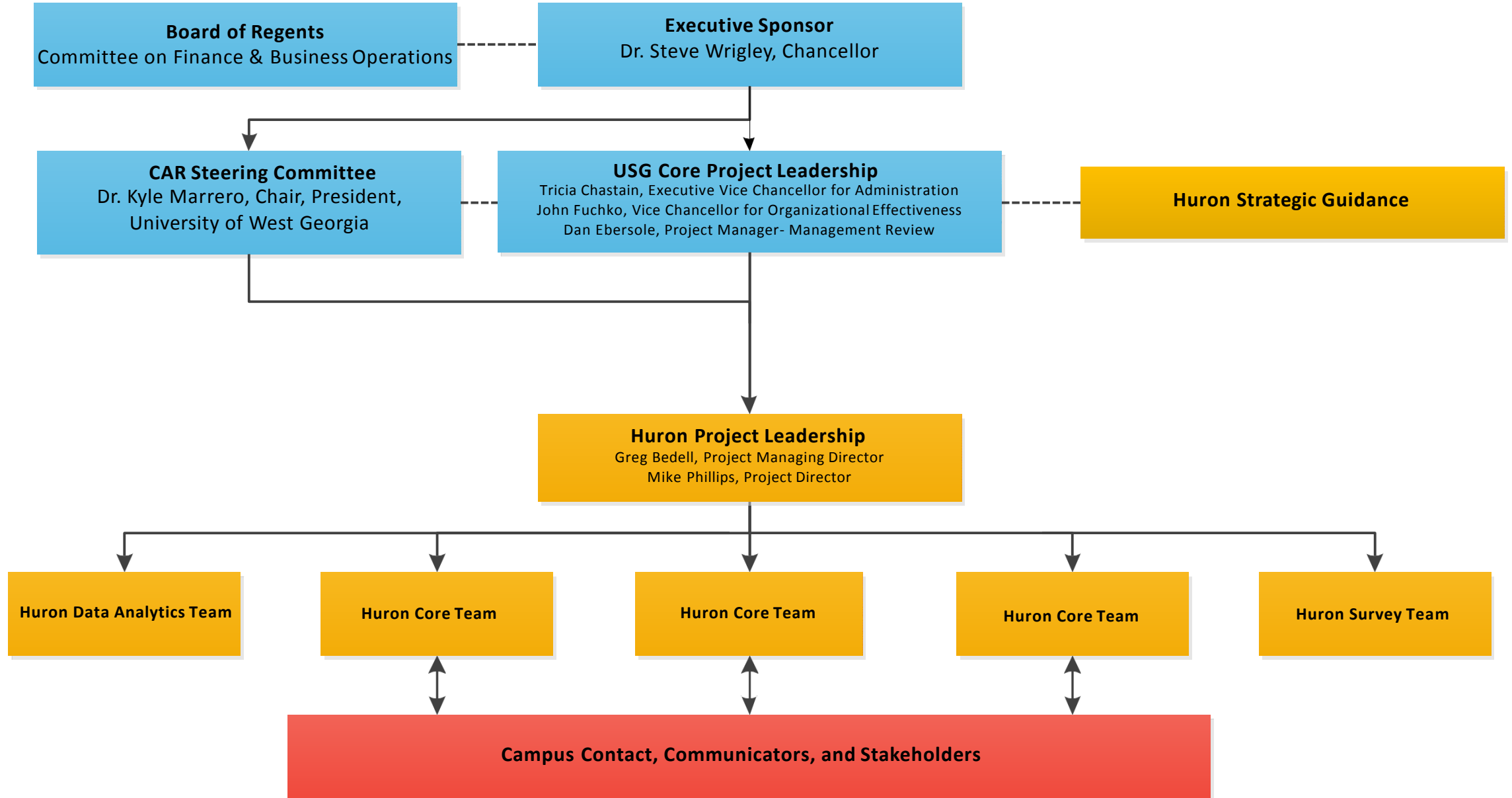
The time is right for the University System to look in the mirror. A comprehensive examination of how the System and the institutions are administered in light of the new realities in higher education will help ensure we are fulfilling our mission today and tomorrow."

– Chancellor Steve Wrigley

CAR Objectives

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

- Develop and implement a <u>21st century operational model</u> in a multi-campus, diverse University system

- Identify recommendations that would <u>enhance administrative effectiveness, efficiency, and execution</u> at all levels of the organization

- Identify <u>administrative cost savings</u> that can be redirected into the System's core functions of teaching, research, and service

Project Organizational Structure

Board of Regents
Committee on Finance & Business Operations

Executive Sponsor
Dr. Steve Wrigley, Chancellor

CAR 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 Strategic Guidance

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 Survey Team

Campus Contact, Communicators, and Stakeholders

KSU CAR Team

- Data Points of Contact, Campus Communications, Coordination
  - CAR Lead: Brenda Stopher, Special Assistant to the President
  - Data Point of Contact: Susan Dalton, Interim Controller
  - Communications: Alice Wheelwright, AVP for Marketing and Communications
  - Human Resources Contact: Karen McDonnell, AVP Human Resources and CHRO
- Stakeholders
  - Institution leaders – President, Vice Presidents, Deans, Department Chairs, Unit leaders faculty with administrative responsibilities, managers
- Student leaders
  - Student Government Association

Major Components of the Review

- ✓ Data collection - Complete
- ✓ Opportunity Identification Survey – Completed February 12, 2018
- • Focus groups and interviews will start on **February 12, 2018** and take 4-6 weeks to complete
- • The Activity Assessment will take place **February 14 – 28, 2018**
- • Supervisors will validate the responses of the Activity Assessment for each of their direct reports **March 5 - 9, 2018**

CAR Data Request

- 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

- KSU Data Contact – Susan Dalton, Interim Controller

- Project team sent formal data request to Phase 1 Institutions on September 22, 2017

Opportunity Identification and Activity Assessment Surveys

- Three Components:

  1. Opportunity Identification Survey

  2. Huron Campus Engagement

  3. Activity Assessment

Opportunity Identification Survey

February 5, 2018 – February 12, 2018

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

Survey Participants
- 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	15. Library Services
2. Auxiliary Services	16. Marketing & Communications
3. Budget	17. Center for Distance Learning
4. Enrollment Services	18. Center for University Learning
5. External Relations	19. Institutional Effectiveness
6. Facilities & Space Management	20. Purchasing & Travel
7. Fiscal/Accounting Operations	21. Regulatory, Compliance, & Legal Services
8. Advancement, & Development	22. Research Administration
9. Human Resources, Payroll, & Benefits	23. Safety & Risk Management
10. Information Technology	24. Senior Administration
12. Institutional Research	25. Student Affairs
13. Economic Development	26. Other
14. Internal Audit	

* In-scope functions are not limited to the above list

Huron Campus Engagement

Commencing February 12, 2018 and expected to last 4-6 weeks

▶ Interview and focus group topics will vary based on survey findings and institution leadership; groups may include school/college business officers, faculty department chairs, student government, etc.

Validation through focus groups
- Assessment and survey responses
- Additional collection of data
- Assess need for further data collection

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 KSU leadership has identified.

Activity Assessment

February 14, 2018 – February 28, 2018

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 KSU 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. Departmental Academic/Research/Mission Support
3. Finance – General Finance, Accounting, & Budgeting (Non-Grant Related)
4. Finance – Procurement & Travel & Expense
5. Research Administration
6. Human Resource Management (Including Benefits & Payroll)
7. Communications & Events
8. Information Technology
9. Auxiliaries
10. Compliance & Audit
11. Enrollment Management
12. Facilities Management & Operations
13. Alumni Affairs / Development / Advancement
14. Institutional Research, Planning, & Analysis
15. Libraries
16. Academic Affairs & Professional Education
17. Student and Campus Services
18. Board of Regents Support & Engagement
19. Legal Affairs
20. External Relations
21. Other

Activity Assessment Format

February 14, 2018 – February 28, 2018

▸ 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	6. Supervisor Review

– Name
– Title
– Unit
– Department
– FTE
– Supervisor
	– General Administrative Support
	– Departmental Academic/Mission Support
	– Finance – General Finance, Accounting
	– Etc……..
		For each area selected in Step 2.	For example:
			1. General Administrative Support: General Dept Support – 50%,
			2. Student Management – 50%
				The categories listed below include the key activities that assessment participants will be asked to allocate their time to. See Appendix B for more detailed sub-activities and definitions.
				
				1. General Administrative Support
				  a. General Department Support
				  b. Student Management
				  c. Staff Management
				  d. Meetings and Collaboration
				  e. Professional Development & Training
				  f. Other General Administrative Activities
				2. Departmental Academic/Mission Support
				  a. Vice Chancellor/Director/Chair/Dean/Other Support
				  b. Undergraduate Student/Program Departmental Support
				  c. Graduate Student/Program Departmental Support
				  d. General Student Support
				  e. Direct Faculty Support
				  f. Fundraising / Alumni Relations
				  g. Other Activities Supporting the Departmental Academic Mission
				3. Finance – General Accounting
				  a. Billing and Receivables/Cashiering
				  b. Generic Accounting
				  c. Financial Analysis and Reporting
				  d. Strategic Planning
				  e. Other General Financial and Accounting Activities
				4. Finance – Procurement and Travel & Expense
				  a. Travel and Expense Administration
				  b. Accounts Payable (Excluding Travel)
					Details on later slide

Activity Assessment Sample Screen Shots

February 14, 2018 – February 28, 2018

1. Enter Employee Information

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.

Employee Name	
Supervisor Name	
Department	
Job Title	

Activity Assessment Sample Screen Shots

February 14, 2018 – February 28, 2018

2. 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.

Academic Teaching/Research time	0
Administrative (Non-Teaching/Non-Research) time	0
Total	0

Activity Assessment Sample Screen Shots

February 14, 2018 – February 28, 2018

3. 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 <u>will not</u> be able to change it without having to re-enter your estimates.**

◯ Hours

◯ Percent

Activity Assessment Sample Screen Shots

February 14, 2018 – February 28, 2018

4. Select Applicable Functions

Please select all functions that align with your current job duties. Remember that these are functions, NOT Units/Departments.

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
- ☐ Departmental Academic/Research/Mission 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

Activity Assessment Sample Screen Shots

February 14, 2018 – February 28, 2018

5. Allocate Time to Functions

Percent:

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 <u>do not</u> need to re-key that text below.

General Administration, Management, & Support	50
Communications & Events	50
Total	100

Hours:

Please allocate the number of <u>**Administrative (Non-Teaching/Non-Research)**</u> hours you typically spend on each of the functions/areas you selected. To update your selected areas, please go back to the previous page.

For example:

- If you are a <u>**half-time employee**</u> (0.5 FTE) and spend 50% of your time on administrative activities, allocate 10 hours below (out of 20).
- If you are a <u>**full-time employee**</u> (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 <u>do not</u> need to re-key that text below.

General Administration, Management, & Support	20
Communications & Events	20
Total	40

Activity Assessment Sample Screen Shots

February 14, 2018 – February 28, 2018

6. Allocate Time to Activities

Percent:

You estimated that you spend **50%** of your time performing activities in **General Administration, Management, & Support**.

Of the time you spend on **General Administration, Management, & Support**, what percent do you give to the activities listed below? Please note your allocations must sum to 100.

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.

General Department Support	25
Student Management	0
Staff Management	25
Meetings and Collaboration	25
Professional Development and Training	25
Project Management	0
Other General Administration, Management, & Support Activities Not Listed Above	
	0
Total	100

Hours:

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.

General Department Support	5
Student Management	0
Staff Management	5
Meetings and Collaboration	5
Professional Development and Training	5
Project Management	0
Other General Administration, Management, & Support Activities Not Listed Above	
	0
Total	20

Activity Assessment – Supervisor Role

March 5, 2018 – March 9, 2018

▶ The activity assessment will provide KSU staff the opportunity to create a profile of how they currently allocate their time. We will share this information with each unit's supervisor for validation. During the validation period, supervisors will review and confirm their staff's responses.

▶ **Guidelines for Supervisors:**

◦ This is not an evaluation of an individual's performance or in anyway 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 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.
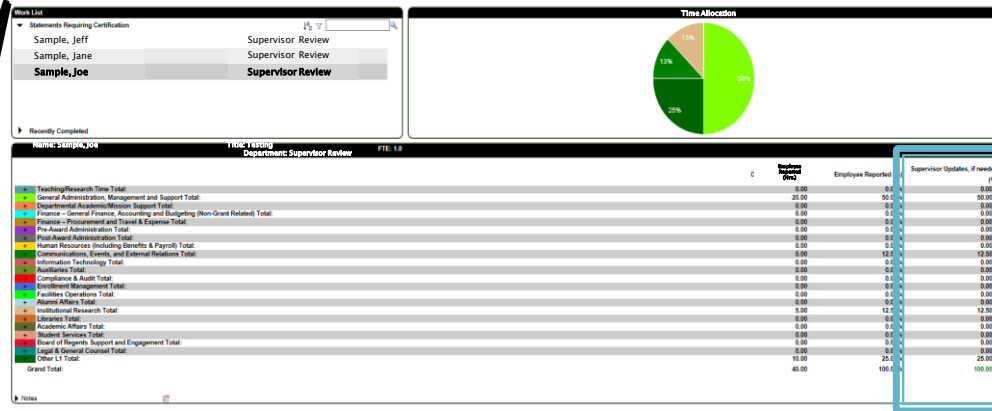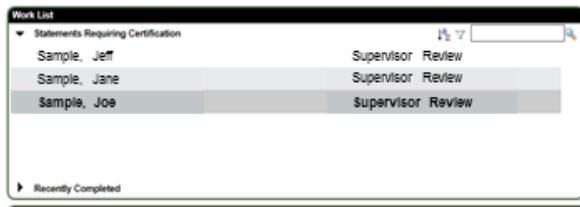
Supervisor Review

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

Activity Assessment – Supervisor Sample Screen Shot

March 5, 2018 – March 9, 2018

1 Supervisors will see a list of their employees here and select one to view an individual's report

2 Supervisors will review and make updates to time allocations

3 If changes were made, Supervisors will be required to add a note to provide justification/rationale for the adjustment before clicking "Submit."

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
  2. Functions ≠ Offices/Units
  3. Document the hours or percent of time spent in each area (think of the average over a year's time)
  4. Engage in dialogue with supervisor about how the assessment will be completed (in advance of completing it online)
  5. Reach out with any questions or concerns to the points of contact listed on the next slide

Questions?

- USG Comprehensive Administrative Review Web Site:
  - http://www.usg.edu/adminreview/

- If you have any questions not addressed by the USG web site, you may email the KSU CAR team at: CARquestions@kennesaw.edu