



USG

Comprehensive Administrative Review

Preparing Georgia Tech for Participation



PROJECT OVERVIEW



CAR – AN EXAMINATION OF ALL 28 SCHOOLS

“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

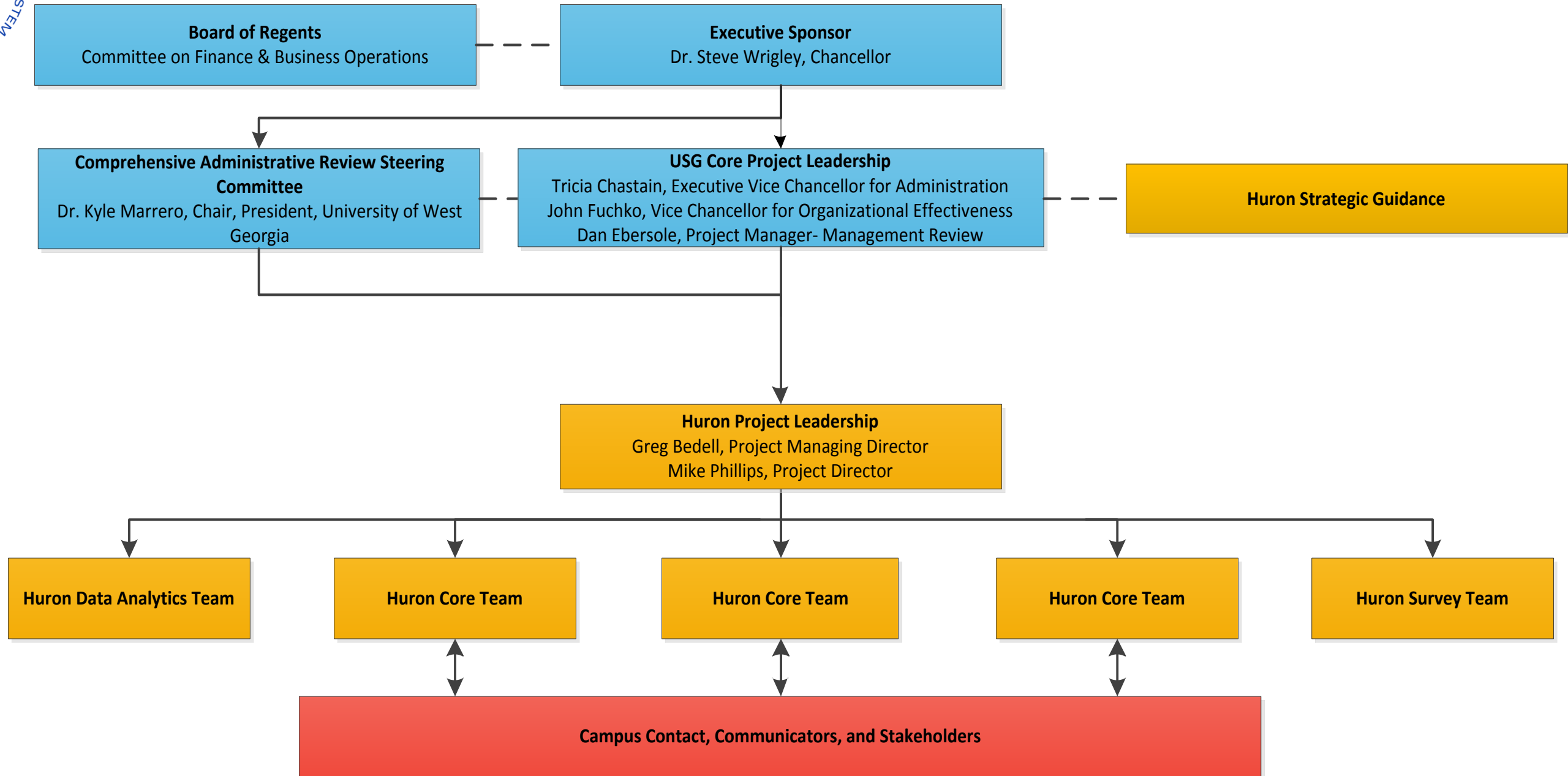


CAR OBJECTIVES

- 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



PROJECT ORGANIZATIONAL STRUCTURE





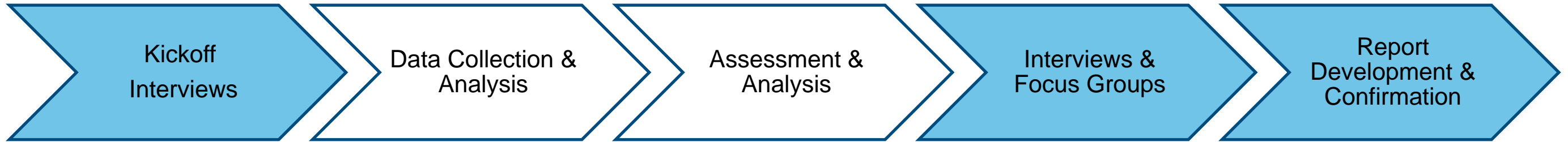
MAJOR COMPONENTS OF THE REVIEW

- ✓ Data collection - Complete
- ✓ Opportunity Identification Survey – Completed in December
- Focus groups and interviews will start on **January 8, 2018** and take about 6 weeks to complete.
- The Activity Assessment will take place **January 16 – 30, 2018**.
- Supervisors will validate the responses of the Activity Assessment for each of their direct reports **February 5 - 13, 2018**.



PROJECT APPROACH – INSTITUTION ENGAGEMENT

Processes will take place, more or less, sequentially at each institution



USG is composed of a diverse set of institutions with each seeking to fulfill institution specific missions. As a result, Huron is seeking feedback for the below proposed approach to system-wide stakeholder engagement.

President & VP for Business/ Finance for each institution – set expectations, gather initial opportunities, solicit feedback on approach

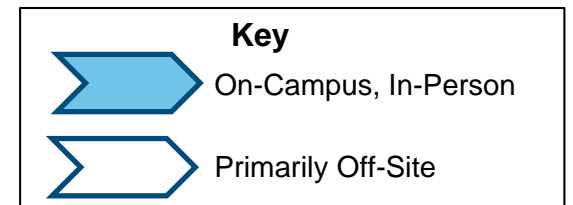
Work with System Office and Data Coordinator at each institution

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

Invitations for interviews and focus groups will be sent by local leadership/project coordinators at each institution

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

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.





DATA COLLECTION

(Complete)



CAR DATA REQUEST (COMPLETE)

- Initial HR and Finance files have been provided to Huron by USG System Office
- GT has been working to respond to request for specific data from Huron
- Our Data Contact Sandi Bramblett has been working with key GT leaders to review/validate USG system level data and provide additional data requested by Huron.

USG Comprehensive Administrative Review
Initial Data Request

USG Comprehensive Administrative Review
Initial Data Request
9/11/17

USG Comprehensive Administrative Review
Initial Data Request
9/11/17

Data Availability Inquiry: Please select the appropriate value in Column E based on your knowledge of what is available at your institution. Provide comments in Column H as For Section 3, please use the second tab, "All In-Scope Function Tracker", to provide feedback.

Data Request Instructions:
Whenever possible, please provide documents in electronic format for data and financial files please provide in editable format (.xlsx or .csv rather than .pdf, etc.) Provide links to documents online if publicly available (i.e., not behind campus firewall/intranet) If materials are unavailable, have been addressed with other data provisions, or were previously provided to USG System Office, please indicate so. Please contact John Kaiser at kaiser@huronconsultinggroup.com with any questions

Institution: INSERT INSTITUTION NAME

Section 1 - System-Wide Core Datasets		Type	Availability	Status	Notes / Info Received	Institution DPOC Comments
1.1	Finance Annual Report and Audited Financial Statements for the most recent fiscal years (3 years if possible)	Document Link	Available		Available via System Office for all institutions	
1.2	Finance Detailed revenue and expense data by account category for the previous three fiscal years that reconcile to financial statements	System Extract (xlsx/csv)			Available via System Office for all institutions for FY16 & FY17 and GAFirst institutions for FY15 UGA, GA Tech, GA State and Augusta will need to provide FY15	
1.3	Finance Transaction logs or Finance Audit Logs for each of the past 3 years, including transaction type (Budget Transfers, Campus Vouchers, Creating/Changing Vendors, Journal Entries, Purchases & Requisitions/Receipts, University Deposits, Vendor Orders, Budget Journals, AR Billing), include system initiator and approver(s), by Employee ID # (unique identifier, if available)	System Extract (xlsx/csv)			Available via System Office for GAFirst institutions	
1.4	Human Resources All-Employee HRS Extract (point in time - three years if possible) including the following, if available: (Employee ID, name, email, HR title, working title, institution, School/Division, department, FTE, annual salary, range, hourly rate, classification, faculty, staff, etc.), reports to name, Reports to Employee ID, Reports to Email, FLSA status, position funding (state, research, endowment, other), IPEDs Classification (Exec. Admin, Staff, Faculty, etc.), primary work location)	System Extract (xlsx/csv)			Available via System Office through HRDM; institution-level follow-up may be required for select fields (e.g., Reports To)	
1.5	Human Resources HRS Transaction Data for each of the past 3 years, including transaction type (e.g. separations, pay rate change, tenure, date change, position change, transfer, promotion, etc.) with the following data: A. Employee ID # (unique identifier) B. home department and ID # C. Job title D. Job Code E. Position # F. Effective date G. Entry date H. Action/Reason code I. Transaction entered/completed by: Employee ID#, position #, job title, home department and ID#, employee ID#, position #, job title, home department and ID#	System Extract (xlsx/csv)			Available via System Office through HRDM for all institutions	
1.6	Human Resources Vacant Position Extract - including data last filed, position owner, base salary, funding, and position approval/tracks in HRS	System Extract (xlsx/csv)				
1.7	Enrollment Academic program enrollment and student credit hours for last 3 academic years for each school/college	System Extract (xlsx/csv)	Available		Available via System Office for all institutions	

Draft and Confidential

1 of 3

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OPPORTUNITY SURVEY

(Complete)



OPPORTUNITY IDENTIFICATION SURVEY – FUNCTIONS, OBJECTIVES, & PARTICIPANTS DECEMBER 11 – 20, 2017



In-Scope Functions

- | | |
|--|---|
| 1. Academic/Faculty Dev. & Support | 14. Internal Audit |
| 2. Auxiliary Services | 15. Libraries |
| 3. Budget | 16. Marketing & Communications |
| 4. Enrollment Management & Financial Aid | 17. Online & Professional Education Program Development & Support |
| 5. External Relations | 18. Organizational Effectiveness/Improvement |
| 6. Facilities & Space Management | 19. Purchasing & Travel |
| 7. Fiscal/Accounting Operations | 20. Regulatory, Compliance, & Legal Services |
| 8. Fundraising, Advancement, & Development | 21. Research Administration |
| 9. Human Resources, Payroll, & Benefits | 22. Safety & Risk Management |
| 10. Information Technology | 23. Senior Administration |
| 12. Institutional Research | 24. Student Life & Services |
| 13. Intellectual Property & Economic Development | 25. Other |

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.



CAMPUS ENGAGEMENT

January 8, 2018 for 6 weeks



HURON CAMPUS ENGAGEMENT – STARTING JANUARY 8, 2018



Expected To Last 6 Weeks Depending On Scheduling

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.

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 Georgia Tech leadership has identified.





ACTIVITY ASSESSMENT

January 16 – 30, 2018



ACTIVITY ASSESSMENT – JANUARY 16 TO JANUARY 30, 2018

Activity Assessment Functions

- General Administration, Management, & Support
- Departmental Academic/Research/Mission Support
- Finance – General Finance, Accounting, & Budgeting (Non-Grant Related)
- Finance – Procurement & Travel & Expense
- Pre-Award Administration
- Post-Award Administration
- Human Resource Management (Including Benefits & Payroll)
- Communications & Events
- Information Technology
- Auxiliaries
- Compliance & Audit
- Enrollment Management
- Facilities Management & Operations
- Alumni Affairs / Development / Advancement
- Institutional Research, Planning, & Analysis
- Libraries
- Academic Affairs & Professional Education
- Student and Campus Services
- Board of Regents Support & Engagement
- Legal Affairs
- Intellectual Property & Economic Development
- External Relations
- Other



ACTIVITY ASSESSMENT – OBJECTIVES & PARTICIPANTS

JANUARY 16 TO JANUARY 30, 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 GT data points of contact 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.

Huron developed an initial participant list based on job title and unit listed the HR system data (provided by USG). That list is being reviewed and updated by GTHR and the GT Institutional Research and Planning.

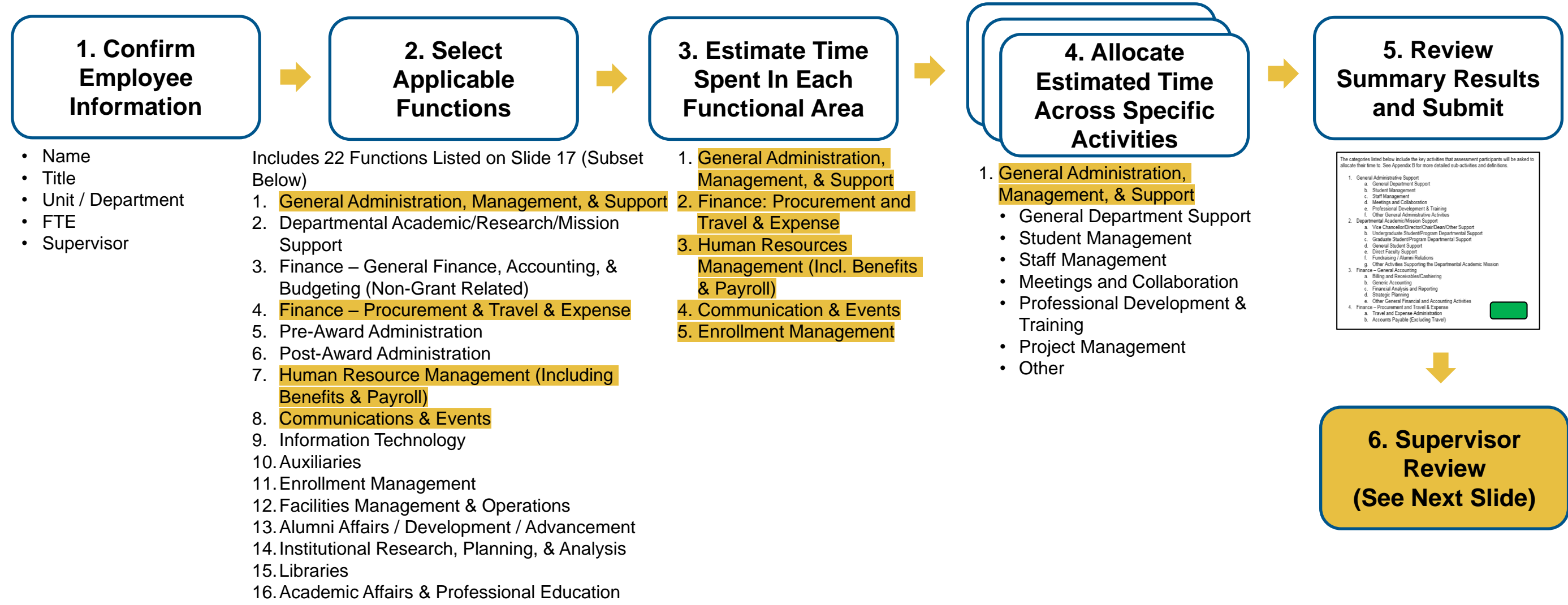


ACTIVITY ASSESSMENT – FORMAT

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

Sample Selections *Illustrative*





ACTIVITY ASSESSMENT – SAMPLE SCREEN-SHOTS

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	<input type="text"/>
Supervisor Name	<input type="text"/>
Department	<input type="text"/>
Job Title	<input type="text"/>



ACTIVITY ASSESSMENT – SAMPLE SCREEN-SHOTS

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	<input type="text" value="0"/>
Administrative (Non-Teaching/Non-Research) time	<input type="text" value="0"/>
Total	<input type="text" value="0"/>



ACTIVITY ASSESSMENT – SAMPLE SCREEN-SHOTS

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



ACTIVITY ASSESSMENT – SAMPLE SCREEN-SHOTS

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

GT is working with Huron to refine this list of functions based on input from key stakeholders (especially in the research areas). Participants will have a description of each function as part of completing the assessment.



ACTIVITY ASSESSMENT – SAMPLE SCREEN-SHOTS

Percent

Allocate Time to Functions

Hours

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.

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

Please allocate the number of **Administrative (Non-Teaching/Non-Research)** 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 **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.

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



ACTIVITY ASSESSMENT – SAMPLE SCREEN-SHOTS

Percent

Distribute Time to Activities

Hours

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	<input type="text" value="25"/>
Student Management	<input type="text" value="0"/>
Staff Management	<input type="text" value="25"/>
Meetings and Collaboration	<input type="text" value="25"/>
Professional Development and Training	<input type="text" value="25"/>
Project Management	<input type="text" value="0"/>
Other General Administration, Management, & Support Activities Not Listed Above	<input type="text" value="0"/>
<input type="text"/>	<input type="text" value="0"/>
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.

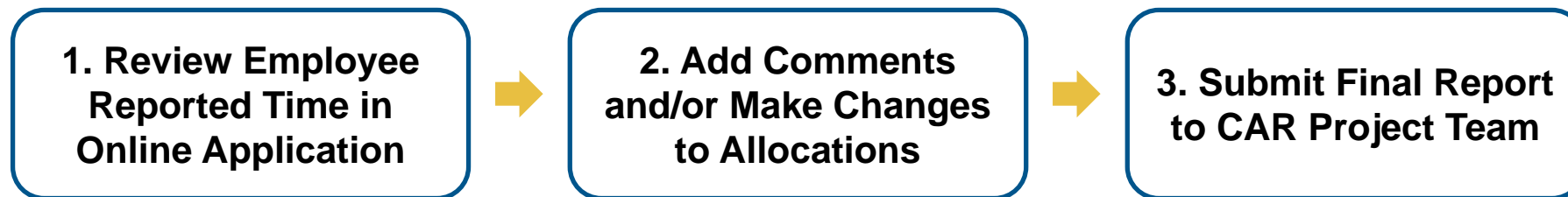
General Department Support	<input type="text" value="5"/>
Student Management	<input type="text" value="0"/>
Staff Management	<input type="text" value="5"/>
Meetings and Collaboration	<input type="text" value="5"/>
Professional Development and Training	<input type="text" value="5"/>
Project Management	<input type="text" value="0"/>
Other General Administration, Management, & Support Activities Not Listed Above	<input type="text" value="0"/>
<input type="text"/>	<input type="text" value="0"/>
Total	20



ACTIVITY ASSESSMENT – SUPERVISOR VALIDATION FEBRUARY 5 TO FEBRUARY 13, 2018

The activity assessment will provide GT staffs an 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.

Supervisor Review



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



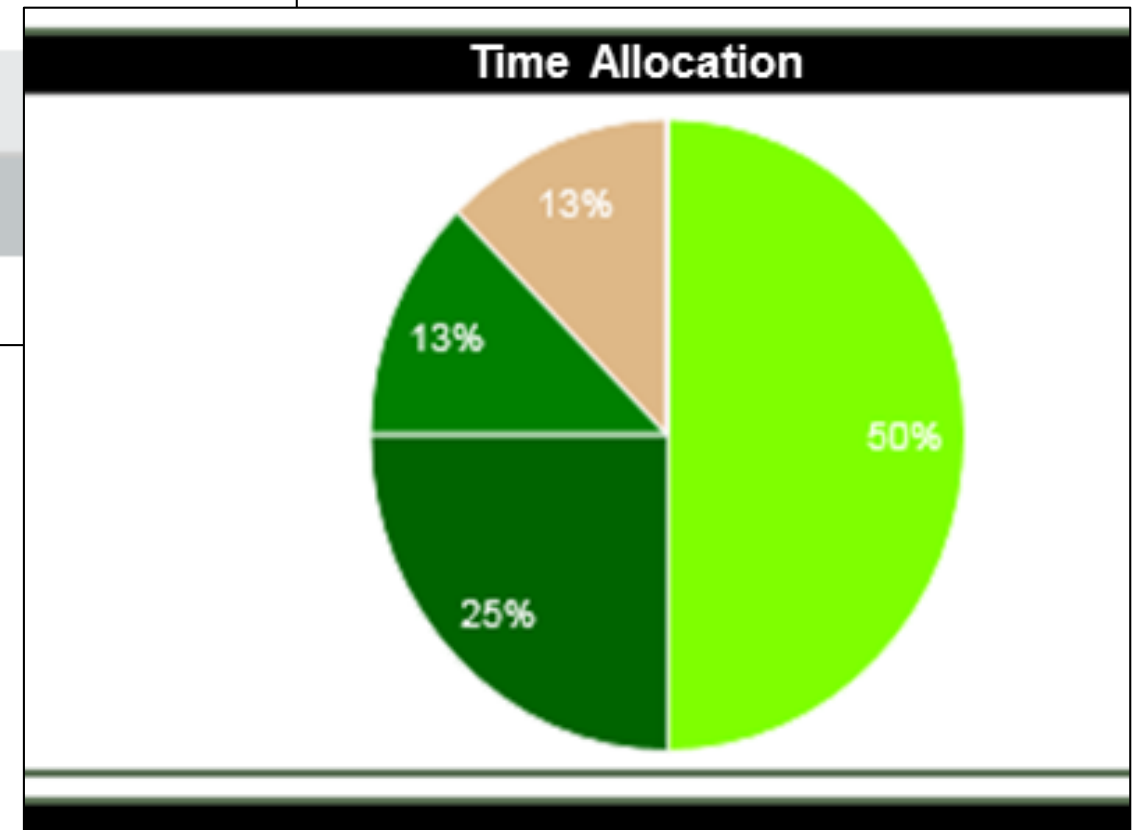
SUPERVISOR VALIDATION

February 5 – 13, 2018



SUPERVISOR VALIDATION – SAMPLE SCREEN-SHOT

Work List	
▼ Statements Requiring Certification	
Sample, Jeff	Supervisor Review
Sample, Jane	Supervisor Review
Sample, Joe	Supervisor Review





SUPERVISOR VALIDATION – SAMPLE SCREEN-SHOT

Consolidated View

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

Submit



SUPERVISOR VALIDATION – SAMPLE SCREEN-SHOT

Expanded View

Name: Sample, Joe		Title: Testing		Department: Supervisor Review		FTE: 1.0	
		Commitment Hours	Employee Reported (%)	Supervisor Updates, if needed (%)			
+ Teaching/Research Time Total:		0.00	0.00%	0.00%			
- General Administration, Management and Support Total:		20.00	50.00%	50.00%			
General Department Support		5.00	12.50%	12.50%			
Student Management		0.00	0.00%	0.00%			
Staff Management		0.00	0.00%	0.00%			
Meetings and Collaboration		5.00	12.50%	12.50%			
Professional Development and Training		0.00	0.00%	0.00%			
Other General Administration, Management, and Support Activities - Manage special programs		10.00	25.00%	25.00%			
+ Departmental Academic/Mission Support Total:		0.00	0.00%	0.00%			
+ Finance – General Finance, Accounting and Budgeting (Non-Grant Related) Total:		0.00	0.00%	0.00%			
+ Finance – Procurement and Travel & Expense Total:		0.00	0.00%	0.00%			
+ Pre-Award Administration Total:		0.00	0.00%	0.00%			
+ Post-Award Administration Total:		0.00	0.00%	0.00%			
+ Human Resources (Including Benefits & Payroll) Total:		0.00	0.00%	0.00%			
+ Communications, Events, and External Relations Total:		5.00	12.50%	12.50%			
+ Information Technology Total:		0.00	0.00%	0.00%			
+ Auxiliaries Total:		0.00	0.00%	0.00%			
+ Compliance & Audit Total:		0.00	0.00%	0.00%			
+ Enrollment Management Total:		0.00	0.00%	0.00%			
+ Facilities Operations Total:		0.00	0.00%	0.00%			
+ Alumni Affairs Total:		0.00	0.00%	0.00%			
+ Institutional Research Total:		5.00	12.50%	12.50%			
+ Libraries Total:		0.00	0.00%	0.00%			
+ Academic Affairs Total:		0.00	0.00%	0.00%			
+ Student Services Total:		0.00	0.00%	0.00%			
+ Board of Regents Support and Engagement Total:		0.00	0.00%	0.00%			
+ Legal & General Counsel Total:		0.00	0.00%	0.00%			
+ Other L1 Total:		10.00	25.00%	25.00%			
Grand Total:		40.00	100.00%	100.00%			



ACTIVITY ASSESSMENT DEPLOYMENT AT GEORGIA TECH

JANUARY 16 TO FEBRUARY 13, 2018

Activity Assessment Timeline

Communication	Audience	Timing	Objective
Assessment Announcements	Participants and Supervisors	Starting December 7, 2017	Announce assessment, clarify objectives/put participants at ease, set completion expectations, identify resources and additional information
Assessment Release	Participants, cc Supervisors	Date of opening assessment January 16, 2018	Reaffirm objective, encourage participation, set completion expectations, identify resources and additional information
Supervisor Expectations	Supervisors	½ way through assessment window	Confirm report to supervisors, describe supervisor validation process and expectations, identify resources and additional information
Assessment Complete	Participants, Supervisors	January 30, 2018	Assessment will close.
Supervisor Validation	Supervisors	February 5 - 13, 2018	Complete assessments from direct reports who did not participate and validate responses of completed assessments



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
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 listed next



POINTS OF CONTACT



GEORGIA TECH POINTS OF CONTACT

- **Sonia Alvarez-Robinson**, Exec Dir, Strategic Consulting - Coordinating with Huron on assessment/survey/interviews/focus groups
- **Sandi Bramblett**, AVP Institutional Research & Enterprise Data Management – Serving as data point of contact
- **Kim Harrington**, GT Chief HR Officer/AVP Human Resources - Serves on USG CAR Steering Committee
- **Rachael Pocklington**, Institute Communications - Supporting CAR related communication across campus

askcar@gatech.edu



Questions?
Thoughts?
Input?

askcar@gatech.edu