

## Administrative Function Review

As stated within the Administrative Review Team Charter:

- The Administrative Review will consist of reviews of several functions across all system components. These will include, but may not be limited to, reviews of:
  - Information Technology
  - Human Resources
  - Procurement
  - Administrative staffing for administrative and academic functions.

The background assumptions behind the *administrative staffing* component of the Administrative Review are:

- Administrative functions and resources have often evolved in response to local contingencies (based on legitimate campus needs at the time) and not system-wide planning;
- Deficiencies have often been the result of redundant or inefficient compensatory measure rather than by addressing root causes, including developing professional staff development and clear, consistent and efficient policies and procedures;
- A comprehensive administrative plan must incorporate best practices and address policies, processes, resourcing, personnel development (including training and effective use of evaluation instruments), and audits.

The expected outcomes of the work are:

1. A comprehensive listing of all administrative functions throughout UMS that are not IT, HR, or Procurement (covered in other administrative reviews).
  - This listing should include all major administrative functional areas and all academic affairs.
  - It should include one layer below each of the above (two layers total for each functional area).
2. A pilot “mapping” (or schematic inventory) of the **FACILITIES** administrative function.
  - Establish the model for “mapping” a full administrative function
  - Includes a schematic inventory of the organization three ways:
    - By governance/management (how decisions flow)
    - By budget (how the money flows)
    - By operations (how work flows)
  - This exercise will serve two primary purposes:
    - Serve as the model of how to inventory a functional area, and
    - It will be used by the chancellor in communicating the “depth of analysis” to be used by the review teams.
3. An on-going evaluation of the pool of unexamined administrative functions to determine the next candidates (“best opportunity”) for administrative review.
  - This team is charged with scanning the pool to determine the best candidates for administrative review. They are charged with utilizing the Pareto Principle to queue up at least two candidates for administrative review.
  - Criteria to be used:
    - Need and capability to streamline processes, increase efficiency and improve service.
    - Ability to “make this happen”, difficulty in implementation.

- Ability to save money.

Deliverables and Timelines:

1. A comprehensive listing of all administrative functions throughout UMS that are not IT, HR, or Procurement (covered in other administrative reviews) – **end of October, 2012**
2. A pilot “mapping” (or schematic inventory) of the **FACILITIES** administrative function – **December 22, 2012**
  - Establish the model for “mapping” a full administrative function
  - Includes “mapping” the organization three ways:
    - By governance/management (how decisions flow)
    - By budget (how the money flows)
    - By operations (how work flows)
3. An on-going evaluation of the pool of unexamined administrative functions to determine the next candidates (“best opportunity”) for administrative review.
  - This team is charged with scanning the pool to determine the best candidates for administrative review. They are charged with utilizing the Pareto Principle to queue up at least two candidates for administrative review.
  - Facilities mapping by **December 22, 2012**
  - Next recommendation for administrative review by **March 15, 2013**

Suggested Composition of the Review Team:

- Paul Ferguson, UM President
  - James Page, Chancellor, UMS
  - Judy Ryan, UM AVP Human Resources and Administration
- For the purpose of this high level review and in order to ensure a cross-functional scan across the functions, we recommend that the working team members be the following:
- Judy Ryan, UM AVP Human Resources and Administration
  - Rosa Redonnett, UMS Office of Organizational Effectiveness
  - Laurie Gardner, Executive Director of Finance and Administration, UMF
  - Kathleen Dexter, Dean of Students, UMA
  - Michael Stevenson, Provost and Vice President of Academic Affairs, USM