

Improving Services, Effectiveness,
& Efficiency:
The University of North Carolina at
Greensboro

Presentation to the Joint Legislative Education Oversight
Committee

Chancellor Linda P. Brady
February 16, 2010



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO

A Snapshot: UNCG in 2010

- 18,433 students (including iSchool)
 - Enrollment up 6.5% over Fall 2008 and 52% since Fall 2000
 - Largest minority student enrollment of all majority-serving institutions in UNC
- Carnegie Research University with High Research Activity
 - Sponsored research \$39M in FY 2008; up 18% over FY 2000
- Carnegie Foundation Engaged University



Introduction

- UNCG has been involved in improving services/effectiveness/efficiency for many years
- UNCG is and has been a lean organization and is committed to becoming leaner
- The bulk of our funds are used for:
 - Core educational missions of teaching and research
 - Providing high-quality services to UNCG students
 - Minimizing the risk of audit & other problems that would undermine the confidence of the State and the taxpayers



Recent Planning Efforts

- UNCG Tomorrow
 - How can UNCG help? Meeting the needs of the people of North Carolina
- The UNCG Strategic Plan 2009-2014
 - Focus on access and student success, health and wellness across the life cycle, economic development and community engagement, and internationalization



UNCG Report

On September 16, 2009, UNCG informed the UNC General Administration that:

“UNCG will review the Bain & Company Final Report prepared for UNC-Chapel Hill and identify options applicable to our continued efforts to reduce administrative expenses and improve the efficiency and effectiveness of our organization.”



UNCG Report

- **Committee Leadership:**
 - Vice Chancellor for Information Technology James Clotfelter
 - Vice Provost Alan Boyette
 - Associate Vice Chancellor for Finance Steven Rhew
- **Committee Goals:**
 - Review challenges UNCG faces in the 10 areas identified in the Bain Report
 - Identify options for improved services, effectiveness and efficiency at UNCG



UNCG Report

- Questions to be addressed:
 - What is in the best long-term interests of UNCG and our students?
 - What steps can provide the highest-quality education and services?
 - What cost-avoidance steps can minimize the impact of enrollment growth and inflation and protect funds needed for core educational mission?



UNCG Report - Major Findings

1. UNCG is engaged in continuous improvement.
2. UNCG, as a smaller research university, has centralized a number of its services and operations.
3. UNCG's organizational structure relies heavily on "working managers."
4. UNCG has excellent systems in place (e.g., Banner ERP) and maintains high levels of performance/compliance.
5. Entire report can be found online at:
<http://fsv.uncg.edu/budgetcentral/>



Specific Areas of Focus

- Administrative Staffing and Organizational Structure
- Procurement
- Finance & Information Technology
- Research & Technology Transfer
- Energy



Administrative Staffing

- Management Layers

Few UNCG areas have more than four to six layers of management, with most areas having four to five layers.

- Span-of-Control for Supervisors

What is appropriate for a research university?

Explanations for small numbers of direct reports include:

- The supervisor doubles as a skilled “worker” within a group that is too specialized to incorporate with any other group and still be able to do its work.

- The institution’s inability to expand the size of the working group due to insufficient resources.



Administrative Staffing

- In 2009-10 UNCG has become even leaner by eliminating:
 - 63 Total Positions (26 Senior Administrative & Middle Management; 37 other staff positions)
 - 100% of permanent reductions in 2009-10 were non-classroom
- Ongoing review of Director, Assistant Director, Assistant Dean and similar positions with further reductions anticipated



Organizational Structure

- Integration of Academic Affairs and Student Affairs divisions under leadership of Provost and Executive Vice Chancellor, effective Jan 2010
 - Reinforce UNCG's commitment to being a student-centered university focused on recruitment, retention, and success of students
 - Anticipate program assessment/restructuring and administrative/middle management reductions in 2010-11



Procurement

- UNC System-wide IT procurement effort and “Combined Pricing” contracts for computing equipment (Report due April 2010)
 - Take advantage of system-wide economies of scale
 - Maintain flexibility needed by university research faculty
- SciQuest purchasing system
 - Reduces “maverick” spending
 - Automates purchase to pay process and provides “one-stop-shopping” environment



Finance & Information Technology

- Finance:
 - Banner Self-Service (Genie) provides user friendly access to financial and personnel information
 - Exploring Electronic Personnel Action Form, direct deposit for vendor payments and employee reimbursements, and automated grants billing
- Information Technology:
 - Outsourcing efforts such as student/faculty/staff email
 - Host Blackboard course mgt system for NCA+T



Research & Technology Transfer

- Offices of Research & Economic Development, Undergraduate Research, Contracts & Grants, and Technology Transfer located in one building
 - Creates “one-stop-shop” for researchers
 - Integrates new programs in entrepreneurship and innovation
 - Facilitates corporate and community engagement
 - Reinforces commitment to research as component of undergraduate experience



Energy

- UNCG is actively engaged in decreasing operating expenses
 - Energy Savings Performance Contract
 - Strategic Energy Plan to reduce energy and water consumption
- UNCG has invested in energy systems that will pay off in environmental & financial savings
 - Goal of 15% reduction by 2015
 - 2003: 124,642 btu/sft used; 2009: 106,807 btu/sft used



Next Steps

- Continue to refine specific options
- Leverage partnership opportunities with other universities and community colleges
- Assign divisional responsibilities for implementation
- Track changes and document improved services, effectiveness and efficiencies, including cost-savings



Conclusion

- UNCG is committed to providing a high quality education at an affordable price.
- UNCG is committed to improving services while enhancing effectiveness and generating efficiencies.

