

University of West Georgia

Action Plan Response
2018 Comprehensive Administrative Review (CAR)

to

President Kyle Marrero

Submitted by the

UWG CAR Action Plan Review Committee

Ms. Annemarie Eades, Dr. Julia Farmer, Mr. Dave Fraboni,
Ms. Karen Hulse, Dr. Cathi Jenks, Dr. David Jenks,
Ms. Paula Kepes, Mr. Dan Lewis, Dr. Scot Lingrell,
Mr. Rick Sears, Mr. Cole Stratton, Mr. Jim Sutherland (Chair),
Ms. Emily Teitelbaum, Dr. Xavier Whitaker

Table of Contents

CAR Background	2
UWG CAR Committee Charge	2
UWG Executive Summary	3
Methodology	4
I. Spans and Layers	4
II. Activity Assessment (Functional Alignment and Duplication of Effort)	5
III. Opportunities for Improvement	6
Appendix A	11
Appendix B	19
Appendix C	31

CAR Background

In accordance with the University System of Georgia Board of Regents 2017 initiative, a comprehensive administrative review (CAR) was conducted at the University of West Georgia by the Huron Consulting Group in the fall of 2017 with the results and analysis being provided in the form of a summary of initial findings and observations report in March 2018.

The Comprehensive Administrative Review Objectives are:

- 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 **sustainable 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

The scope of the study included all administrative and operational functions (excluded direct instruction). It involved data collection, organizational analysis, activities assessment, an opportunity identification survey, and follow-up interviews and focus groups with staff members, senior leaders, faculty, and students to shed additional information on administrative functions and services.

UWG CAR Committee Charge

While the charge of the committee was to evaluate the phases and findings of the CAR and determine where to leverage operational improvements, a quote from the Huron report indicates UWG is already operating very efficiently. "West Georgia's expenditure base is approximately 66% of the average of its self-identified peers. On a normalized relative basis, West Georgia concentrates greater spending in Academic Support, Instruction, and Student Services than its self-identified peer average." Furthermore, "West Georgia's core expenditure base, and expenses per student FTE, are below its peers."

The committee's resolve, even in light of UWG's fiscal discipline, was to approach this study to find additional economies. The committee accomplished this by following the same methodology as outlined in the CAR report:

- I. Spans and Layers (Data Informed Analysis)
- II. Activity Assessment (Functional Alignment and Duplication of Effort)
- III. Opportunities for Improvement

The ultimate goals of the committee were to achieve:

1. A redirection of realized savings to direct instruction and /or student support services;
2. Organizational and/or process improvement resulting in realized savings or sustained operational growth; and
3. Realized savings resulting in direct cost reduction to students (tuition or fee reduction).

UWG Executive Summary

Impact: The quantitative impact of all outcomes listed below is approximately **\$1,081,082** in savings for FY19 and projected for FY20.

- **\$659,922** of the total saving will be strategically redirected to direct instruction previously supported by undergraduate eTuition differential.
- **\$421,160** of the total savings via process improvement and reorganization will be strategically redirected to sustained operational growth/cost avoidance.

The number of positions identified for reorganization, restructuring, and/or elimination is 18.3. This includes 12 positions from the Spans and Layers analysis, 2 from the Opportunities for Improvement, and 4.3 from UWG's FY19 budget request.

Finally, **\$1.64M** in direct annual tuition savings to students will be realized with a 33% reduction in undergraduate eTuition differential effective FY2019.

The committee's evaluations, actions, and outcomes are aligned with the following goals:

Goal 1: Strategic redirection of realized savings to direct instruction and /or student support services.

Outcome: A strategic redirection of **\$350,000** was realized from Distance Learning and eCampus (\$250,000 from strategic redirected development funding, \$64,359 through a position reduction, and \$35,641 in operating expenses).

An additional strategic redirection of growth allocation totaling \$1.29M was used to fund direct instruction for 16.5 faculty positions (\$1.64M total) that were formerly funded by the undergraduate eTuition differential recurring revenue. In this process, UWG requested in their FY19 allocation 13.8 FTEs of which 4.3 FTEs (\$279,922) and an ITS performance solution (\$30,000) were identified in the CAR process as no longer critical and the resources strategically redirected in support of the 16.5 Faculty positions funded by eTuition differential reduction. The total redirection of realized savings for this goal is **\$659,922**.

- Goal 2: Organizational and/or process improvement resulting in realized savings or sustained operational growth; and
- Outcome: Reorganizations within the divisions of Academic Affairs (AA), University Advancement (UA), Business and Finance (B&F), Information Technology Services (ITS), and Student Affairs and Enrollment Management (SAEM) resulted in 18.3 positions being identified for reorganization, restructuring, and/or elimination. The total cost avoidance/strategic redirection of savings for this goal is **\$421,160**.
- Goal 3: Realized savings resulting in direct cost reduction to students (tuition or fee reduction).
- Outcome: A 33% reduction in undergraduate eTuition differential will result in a recurring annual direct savings (\$1.64M) to students. 72% of UWG undergraduate students will pay less over the next 4 years.

Methodology

I. Spans and Layers

The Huron Consulting report identified a narrow span of control (i.e. 1 to 2 direct reports) as an opportunity for improvement. Of the 102 positions that were identified as having only 1 or 2 direct reports, 59 were verified by the committee as fulfilling mission-critical requirements in the most efficient and effective manner.

The remaining 43 positions were further evaluated by the committee and departmental representatives. Following are the results of that evaluation:

- 31 positions requiring additional research and clarification
- 8 positions resulted in a decrease in layer/increase in span
- 1 position's span of control was decreased
- 3 positions will be reviewed for redesign in classification responsibilities
- **\$421,160** was realized for strategic redirection of funding (cost avoidance)

A breakdown of all positions with direct reports of 1 or 2 positions is available in Appendix A.

II. Activity Assessment (Functional Alignment and Duplication of Effort)

An extract of the survey responses for this particular section of the CAR was received in an Excel spreadsheet format. A total of 872 positions were mapped against 22 different functionalities along with the time allotted to each function.

In consultation with the USG Vice Chancellor for Organizational Effectiveness, John Fuchko, pivot tables were constructed from the extract. An analysis of all positions was conducted that targeted those positions spending $\geq 40\%$ of their work week on a function that was considered “outside the functions of their work area.” As an example, why would someone in Food Service indicate that they devoted 80% of their work activity to an information technology (ITS) function? The answer to that question is that they are the superuser of a multiple technology system that encompasses the entire services of recipe creation, quantity management, inventory control, and product purchasing.

In applying the $\geq 40\%$ parameter, the number of positions to evaluate was reduced to 107. The results of those analyses are as follows:

- 14 positions misinterpreted the Training and Research code which is more aligned to an Academic role rather than administrative.
- 12 positions in Divisions outside of Information and Technology Services exceeded this parameter. Further research showed that they were involved in an array of activities involving multiple technology systems, website content, on-line programming, etc., within their respective departments. This is considered typical of modern content management platforms.
- 2 positions exceeded the Human Resource functional parameter; both were within the Student Affairs and Enrollment Management Division. Further analysis revealed that their duties (i.e. Career Services, Housing and Safety Security) fell within the scope of this function.

Other such business-related activities as General Finance/Accounting and Procurement/Travel were prevalent in all Divisions and are representative of the decentralize approach the institution has adopted over the past decade in terms of budgeting, procurement, and travel.

A breakdown of all positions involved in the Activities Assessment is available in Appendix B.

III. Opportunities for Improvement

Following are the opportunities that were specified within the report and are outlined by each Division:

Academic Affairs (AA)

A strategic redirection of **\$350,000** was realized from Distance Learning and eCampus (\$250,000 from strategically redirected development funding, \$64,359 through position reduction, and \$35,641 in redirected operating expenses).

An additional strategic redirection of growth allocation totaling \$1.29M was used to fund direct instruction for 16.5 faculty positions (\$1.64M total) that were formerly funded by the undergraduate eTuition differential recurring revenue. In this process, UWG requested 13.8 FTE's in their FY19 allocation of which 4.3 FTEs (\$279,922) and an ITS performance solution (\$30,000) were identified in the CAR process as no longer critical and the resources were strategically redirected in support of the 16.5 Faculty positions funded by eTuition differential reduction. This supports the total strategic redirection of **\$659,922** that is noted in Goal 1 of the Executive Summary.

Academic Affairs (AA) is additionally investigating the reorganization of the Testing Center, the Center for Teaching and Learning (CTL), and the Online Faculty Development Center. The goal is to gain efficiencies in academic testing, first year seminars, and faculty development both face-to-face and on-line. The first stage of this reorganization will occur in FY2019 by reclassifying the Director of Testing Services position to that of a Manager of Testing Services (a redirection of **\$20,000**). The second stage of the reorganization will be developed in FY2019 and implemented in FY2020. This will create a strategic redirection in realized savings of **\$95,590**.

The current distribution of some work in Academic Affairs outside the mission of direct instruction is uncoordinated. It will be more efficient under a centralized organizational structure that will incorporate academic testing, first year seminars, CTL, and FDC from UWG online.

The reorganization of CTL and FDC includes 5 positions in two offices with what appears to be sufficient overlap to create additional efficiency. The directors from both areas will be charged with consolidation efforts July 1, 2018, with a concrete plan due in Oct. 15th, 2018, an assessment of the plan January 1, 2019, and implementation strategy due April 1, 2019. The implementation will follow on July 1, 2019.

The estimated redirection of strategic realigned funding from Academic Affairs through July 1, 2019 is \$1.75M.

Business and Finance (B&F)

A strategic redirection of **\$131,000** was realized from a structural realignment of Payroll and Accounts Payable that eliminated a director-level position. The savings will be redirected to fund additional data management responsibilities that are required by OneUSG Connect and one Title IX investigator.

Campus Planning & Facilities is engaging in an initiative to more effectively measure the aspirational and actual APPA service level within each service unit (maintenance, grounds, and custodial) and to put programs and organizational structures in place to ensure, to the degree funding is available, that target staffing is in place to achieve targeted service levels.

While Travel Services carefully reviews all travel expenditures and expense reimbursements for compliance with BOR and SAO policies, it is a misperception that internal policies are more stringent. This remains an area of confusion and frustration on campus, but BOR/SAO policies govern these policies. Beginning in January of 2018, Travel Services proactively scheduled meetings with other departments to provide follow-up training and answer questions. The feedback from these sessions has been consistently positive.

The comprehensive assessment review recommends a system-wide spend assessment for negotiating strategic sourcing contracts, travel, and identifying new opportunities for collaborative purchasing/resale activities. While opportunities likely exist across all institutions for improved pricing and terms, most institutions do not have access to the information. The Strategic Purchasing position at the BOR has only recently been filled. In working with institutions procurement officers, the entire spend of all components could be leveraged for improved pricing and terms. Georgia Tech is implementing Jagger software for contract management and the feedback from that campus has been encouraging.

The Center for Business Excellence continues to collaborate with many areas across campus for training relevance, training instruction, employee orientation, enterprise risk management, business process redesign, and assigned assessment projects. In addition to the comprehensive assessment review, its most recent campus-wide collaboration was in the roll-out of OneUSG Connect.

Payment Card Industry Data Security Standards (PCI DSS) is an ever-evolving compliance concern for every USG Institution. In addition to engaging the service of a consultant, a compliance analyst position was filled in November 2017 and is implementing the current PCI template designed in collaboration with ITS in order to ensure institutional compliance.

Human Resources (HR) has deployed the embedded partner model where single functions are supported by a single HR professional (e.g. Campus Planning and Facilities and Dine West). The remaining HR business partners serve multiple departments or functions. A rotating embedded partnership model will be implemented in the coming fiscal year where each HR partner spends a scheduled amount of time physically present in their supported departments each

week. Regular attendance at departmental and divisional meetings is an additional expectation for the HR partners beginning with the new fiscal year.

With the upcoming implementation of the applicant tracking module in OneUSG Connect, our investment in reconfiguration of PeopleAdmin will be limited. HR will provide additional education on the process and the expectation for the information within the system to ensure that requests are initiated with the required information and move smoothly through the workflow. Graduate Assistants implemented an electronic portal for hiring purposes in March 2018. With the OneUSG Connect Manager Self Service functionality implementation planned for fall of 2018 and the Careers (applicant tracking) module implementation planned for December 2018, digital processing of hiring and personnel change actions will be implemented across all divisions.

Information Technology Services (ITS)

A cost avoidance of **\$82,700** was realized as a result of the spans and layers study that realigned the units of Client Services and Information Solutions. The Client Services department has two managers with 8 direct reports each and the Information Solutions department has one manager with 9 direct reports. The two units were able to realign their areas with a balanced span of control thereby avoiding the necessity to create an additional management position out of operational funding.

ITS also addressed the one position identified as having just one direct report. That director now has an additional direct report and is now directly responsible for service desk operations.

As a follow-up to the opportunities section, ITS has identified a number of optimization focus areas, one of them is process maturity. As a part of this, the Client Services department has standardized the endpoint (desktops, laptops, tablets, etc.) imaging process and is completing the identification of all software programs for the colleges, labs and departments. All programs will be centralized so that they can be distributed using a software distribution tool. Once completed, ITS will centralize the distribution of end points. It is estimated that this will occur no later than December 2018.

ITS has also extended its coverage or campus support by providing evening and weekend coverage to meet the demands associated with courses that begin after 5 pm and on Saturdays.

Student Affairs and Enrollment Management (SAEM)

A strategic redirection of **\$77,370** was realized from a restructuring of the Health Center staffing to accommodate the operational funds that are required for the new health center. The staffing will be reduced to one full-time Pharmacist and one full-time Pharmacy Tech. The redirection of savings will be applied to building rent and operations, thus eliminating an increase in Student Health Fee for the foreseeable future.

A spans and layers analysis on the Health Center also reflected a manager position with 2 direct reports. While restructuring this will provide additional professional leadership to the area and better service to students, no additional cost savings or redirection of funding will be gained.

In FY2019, Housing and Residence Life will be entering into a new management scheme for called P3. There will be a necessary shift from facilities-related duties (housing) to more business related functions (occupancy management) and education-related functions (residence life programming). There are two mid-level management positions that only supervise two staff each. The move to P3 will provide the opportunity to collapse the duties across these two managers into a more flat structure and shifting the management duties to a more senior manager. These changes will be determined in the P3 staffing recommendations, and any redirection of resources will be accomplished in the P3 contract.

Career Services will hire a new Director starting June 1, 2018. This is a small unit that consists of the director position, two Associate Directors and one Assistant Director. The Director will be charged with assessing the current structure and proposing a new structure that more appropriately reflects the needs of the department. Such action should be completed by September 1, 2018. It is expected that there will be salary redirection into the same unit to take on additional functions that result from shifts in student employment and support of both the Momentum Year and the LEAP initiative (specifically experiential learning).

Nationally in Student Affairs (and Enrollment Management to some extent) the salaries are rather low compared to other university employee categories. To retain and develop employees, in lieu of pay, leaders will offer both opportunity to take on more responsibility and better titles. At UWG, titles of Associate Director (and sometimes Assistant Director) require us to assign supervision for the position reclassification. Therefore, much of what the survey discovered is actually more structural than it is mismanagement of spans and layers. Still, the comprehensive assessment review is important for us to determine what actual strategy is and what is considered as “creep.”

Of the opportunities that are mentioned in the assessment review, following are SAEM’s responses:

- Scholarship Centralization: Loading scholarships into the Next Gen portal allows for more effective targeting of student aid, better award tracking, and reduces risk of over-awarding and other financial aid compliance concerns.

UWG has had Next Gen Scholarship Portal for three years. Over that time all of the general scholarships and most of the named scholarships have been loaded into the portal. The College of Arts and Humanities (COAH) that has not elected to manage their scholarships through the portal. Senior leadership in both SAEM and Advancement will be working with the Dean of COAH to move all scholarship management to the portal. This does not shift the responsibility for awarding the scholarships away from COAH personnel. It just creates a more comprehensive tracking and compliance system.

- Student Gap Funding/Retention Grants: Adopting data-informed criteria for gap funding may help with more precise targeting of at-risk and high-achieving students. Financial Aid staff have begun preliminary reviews of past award decisions, creating opportunities to leverage analytics to inform award decisions.

Starting in summer 2018, Financial Aid Staff will be focusing on awarding GAP funding based on agreed-upon pre-determined criteria that leverages all possible solutions to retain students that have a balance. This includes better communication of payment plan options, working with HRL and Auxiliary offices to reduce costs for students, and to put students on payment plans for Housing and meal plans when applicable (and allowable by policy). This will allow our GAP funds to go further, but will also create a clarity and consistency around the distribution of funds.

- Support for Bursar & Financial Aid Season Demands: The Enrollment Service Center (ESC) is serving as an effective first-stop resource for financial aid, admissions, and registrar questions. Front-line staff should continue to be trained and empowered to resolve the most frequently asked questions. Cross-training to potentially provide hands-on support to Bursar and Financial Aid offices during peak processing times, or identification of opportunities to bring back retired or transferred staff, may also help with seasonal demands.

Cross training of appropriate personnel is ongoing, and we are currently assessing the need for seasonal employees. The demands are actually declining due to better collaboration between departments, more clarity on the GAP program, better communication about the payment plan, and the use of Guide as a tool to get information to students in a more timely fashion.

Appendix A

Analysis for Positions With 1 to 2 Direct Reports

Position data	Direct Rep.	Department	Sub-Division	Explanation
Academic Instructor Support Spec	1	Distance Learning - eTuition	Extended Learning	This structure began as a reporting structure for training purposes, but Distance Education is reviewing the position for possible consolidation after this year's assessment is completed.
Academic Advisor III	2	College of Business	RCOB	Advising in RCOB is separate from general undergraduate advising in student affairs and is located in the college for all business majors. This results in a narrow span of control for the three advisers in the college.
Administrative Manager	1	Library	Library	This position has one full time staff and several Student Employees reporting to her. Like many academic units, this is the lead budget and administrative office manager for the library, providing direct support to the library Dean and to the entire library organization.
Administrative Manager	1	College of Business	RCOB	Budgetary responsibility in academic units requires a unique skill set and is linear in nature due to the span of control at the institution. While the budget manager works collaboratively across colleges, reporting is direct to the college Dean.
Administrative Manager	2	COSM Dean's Office	COSM	Budgetary responsibility in academic units requires a unique skill set and is linear in nature due to the span of control at the institution. While the budget manager works collaboratively across colleges, reporting is direct to the college Dean.
Assoc. Dir Collaborative Programs	1	eMajor Student Support Services	Extended Learning	This position has unique and broad responsibility for all dual enrollment and military recruitment across eCampus system wide, as well as affiliate and business partnerships. In process of developing and hiring two new positions for this area.
Assoc. Director Marketing Collaborative Programs	2	eCore Services	Extended Learning	There are 3 full-time employees under this position for marketing and web design, and 1-2 (depending on semester) student assistants. The report positions are highly technical and specialized (marketing and e-programming on line), with one requiring hands-on direction and a highly specialized skill set for web programming. One of the direct reports is the webmaster, and one position under the webmaster is the e-programmer.
Assoc. Prof & Head Spec Coll- T	2	Library	Library	This position has 2 faculty reports, the University Archivist & the Political Papers Archivist and 1 staff report, a Processing Assistant, and several Graduate Research Assistants reporting to her. She also oversees a significant, unique, program in the library, Special Collections/Archives, with includes substantial management/administrative duties. The staff line may have been added after the CAR in November, and the 2 direct reports are most likely faculty that were miscoded.
Assoc. Prof-T 10000	1	Library	Library	This position reports to the Associate Dean and at the time of this analysis had 1 student assistant reporting to her. That structure has been changed to no reports.
Assoc. Dir of New Stud Programs	2	eCore Services	Extended Learning	The reporting structure for this position has been changed and now reports to the Director of New Student Programs. Partially funded by AA. Reports to Student Affairs.

Position data	Direct Rep.	Department	Sub-Division	Explanation
Asst. Dean (non-faculty)	1	COSS Dean's Office	College of Social Sciences (COSS)	Budgetary responsibility in academic units requires a unique skill set and is linear in nature due to the span of control at the institution. While the budget manager works collaboratively across colleges, reporting is direct to the college Dean.
Asst. Dean of eCampus	2	eCore Services	Extended Learning	The 2 direct reports are directors, each with 5 or more direct reports . This is a large sub-division with responsibility for course development for all of eCampus and faculty oversight and training for all of eCore.
Asst. Dir of Academic BPF	1	eCore Services	Extended Learning	Budgetary responsibility in academic units requires a unique skill set and is linear in nature due to the span of control at the institution. While budget managers work collaboratively across divisions and units, reporting is direct to the division head.
CCC Coordinator & Clinical Instruction	1	COE Student Services	College of Education (COE)	This position is the supervisor of the Comprehensive Community Clinic, which is a unique center in the College of Education and maintains a single administrative assistant to manage the office.
Departmental Assistant Senior	2	Biology	(COSM)	The biology department is among the largest departments at the university and as such maintains a part-time assistant who serves as support to the department administrative associate. This structure removes 1 direct report from the department chair, who already has a large number of faculty direct reports.
Departmental Associate	1	Art	(COAH)	Due to an enhanced emphasis on operational success in the department, the Department Associate no longer has any direct reports . Both Department Associates now report directly to the chair.
Departmental Associate	1	Psychology	(COSS)	The psychology department is among the largest departments at the university and as such maintains an assistant who serves as support to the departmental associate. This structure removes a direct report from the department chair, who already has a large number of faculty direct reports.
Director of International Studies/ Programs Prof T	1	International Svcs & Programs	Offices of the Vice President - Academic Affairs	Study Abroad serves a unique function on campus as a service unit to all departments who engage in study abroad activities. This function is very specialized and requires a support unit to coordinate activities across campus, as well as, serve as a compliance office for all federal, state, and international regulations.
Dir Small Business Dev 035B	2	Small Business Dev Prg	(RCOB)	The University of West Georgia Small Business Development Center (UWG SBDC) is part of the Richards College of Business and is one of 17 centers in the Georgia SBDC Network. The supervisory structure of the unit is similar to SBDC structures throughout the Network.
Director of Academic Testing	1	Testing	Offices of the Vice President - Academic Affairs	The Director of Academic Testing oversees a small staff but provides an essential function to academic affairs by serving all students who have testing needs. This structure is sufficient, but will be changed to a Coordinator of Academic Testing .
eCampus Communications Manager	2	eCore Services	Extended Learning	This position is not a director level position, but has oversight of eCampus dean's office staff, including 1 full-time and 3 student assistants . They previously had an additional direct report at the time of the analysis, but that line was moved since it did not directly align with the Dean's office management and support.
Education Program Specialist	2	eCore Services	Extended Learning	This position is not supervisory. Only ADP signing responsibility. This position has signing authority over the part-time, remote tutors, as the EPS works most closely with them. It is not imperative that the signing authority remain. It is simply more efficient.

Position data	Direct Rep.	Department	Sub-Division	Explanation
Educational Program Specialist	2	eCore Services	Extended Learning	This position is not supervisory. Only ADP signing responsibility. This position has signing authority over the part-time, remote tutors, as the EPS works most closely with them. It is not imperative that the signing authority remain. It is simply more efficient.
GM of the WOLF Internet Radio	1	Mass Communications	College of Social Sciences (COSS)	This position serves a unique service at the university as manager of the internet radio station on campus. As such, operational success commands a linear span of control.
Laboratory Coordinator Senior	1	COSM Grants	College of Science & Mathematics (COSM)	Due to an enhanced emphasis on operational success in the department, the Department Associate no longer has any direct reports. That Student Assistant position has been relocated.
Library Manager	1	Library	Library	This position is the manager of one of the library's core services, resource sharing, which provides access to international resources needed by students/faculty to conduct research.
Manager of Web Innovations	1	eCore Services	Extended Learning	This is a highly technical and specialized position. It's the only position that would have knowledge to oversee the technical position under it.
Senior Director Admin Officer Newnan	2	Extended Learning - Newnan	Extended Learning	The Senior Director in Newnan oversees the entire Newnan instructional site in collaboration with all divisions who have representation at the site. This reporting structure is being reviewed for possible consolidation.
UWG Online Helpdesk Manager	1	Distance Learning - eTuition	Extended Learning	This position provides oversight of 1 full-time position as well as the helpdesk for UWG Online (CourseDen), which is staffed by student assistants . This role provides experiential learning for students, while participating in leadership opportunities in support of rapidly growing population of online students.
Accounting Manager - PPV	1	Office of Accounting	Offices of the Vice President - Business & Finance	Uniqueness of the position in that it relates solely to PPVs, bond compliance, reporting and liaison with multiple Foundations makes this a separate reporting structure. UWG has 13 PPV projects. This position also has 1 part time position that provides administrative support for the PPV Manager.
AD of Financial Management	1	Auxiliary Services	Auxiliaries	This position is responsible for providing Financial Guidance to over 28 Auxiliary Enterprises and Business Services; most are NOT contracted but are instead managed "in-house/ self-operated". A unique combination of experience & education in "Accounting" "Finance" "Auxiliary Enterprises" and "Business Services" are needed in order to be effective in this role.
Administrative Specialist /Coordinator	1	Auxiliary Services	Auxiliaries	This position is responsible for overseeing our ID Card Office, Events Reservations, camp administration, and serves as a storefront for HigherOne/Cardtronics, etc. While only 1 full-time employee reports to the position, a staff of up to 6 Student Workers reports as well.
Assistant Manager CSRD	2	Central Warehouse	Offices of the Vice President - Business & Finance	CSRD has two distinctly different areas: Incoming shipments/campus delivery and inventory management. This position supervises both Warehouse inventory and Receiving/Delivery areas. The area is supported with use of 3-5 federal work study students to provide support for the entire organization. The new Director is currently expanding responsibilities of the existing staff to incorporate buyer expertise to support the Facilities division and Food Services.
Associate Athletic Director	1	AO Administration	Athletics	This position also served as head basketball coach and the direct report was the Assistant Coach. This report structure will remain the same with the new coach.
Assistant Director Athletics Operations	1	AO Administration	Athletics	The direct report is the Assistant Sports Information Director. This position is responsible for updating the athletics website, posting articles on the website about the sports and athletic news, updating the teams and player stats. At

Position data	Direct Rep.	Department	Sub-Division	Explanation
				game competitions, this position will monitor the staff that is working the scoreboard and stat summaries to make the information is correct. Builds graphics for marketing and promotions of athletic events. Essentially, a traditional sports information staff personnel. fulltime
Assistant Director Center for Business Excellence	1	Center for Business Excellence	Offices of the Vice President - Business & Finance	This position reports to the Assistant Director and serves as the training administrator for USG-mandated training, B&F specific campus training (PeopleSoft-related), business workflow approvers, DevelopWest administration, and assisting other areas with area-specific trainings. This position was recently upgraded to that of a training coordinator to help Assistant Director with instructor-led training where applicable.
Assistant Director of Budget Services	2	Budget Services	Offices of the Vice President - Business & Finance	This position supervises 3 intermediate analysts whose main focus is academic affairs. The vacant position is not showing. The position was filled November 1, 2017.
Automotive Mechanic Foreman	2	Landscape & Ground Maintenance	Facilities	This is a foreman for a small functional trades unit (auto shop). The unit is comprised of 3 employees (including the foreman) who perform specialized duties related to fleet maintenance.
Business Operations Paraprofessional	2	Office of Accounting	Offices of the Vice President - Business & Finance	Unlike traditional accounts payable where a payment of created to an outside vendor, this unit of 1 manager with 2 Accounting Assistant Intermediates handle approximately 2100 reimbursements & advances to staff annually. These reimbursements follow a set of rules significantly different from traditional payables.
Chef	2	Food Service	Auxiliaries	The Executive Chef position oversees 5 positions that serve as Cooks and Bakers
Chief Athletics Administrator	1	Administration	Athletics	Athletics has completed a reorganization whereby the AD now has 11 direct report. Six of these reports are related to Athletic Administration and 5 are Head Coaches of Athletic Teams.
Construction Superintendent	1	Landscape & Ground Maintenance	Facilities	Current superintendent is retiring near the end of August 2018 and this position will be reclassified as a Building Trades Senior level. The direct report will be reassigned to the Grounds Unit. The Grounds Superintendent already has 16 - 18 direct reports, so the savings from the downgrading of position will likely be applied to promotion of a Grounds Foreman to reduce the Grounds Superintendent's span. This change is part of a broad reorganization in the custodial and grounds areas in the coming months.
Coordinator for Auxiliary Services	2	Auxiliary Services	Auxiliaries	This position has 2 full-time direct reports, but also 3 student assistants reporting as well. The position is responsible for Customer Relations, Marketing, and Communications for over 28 Auxiliary Enterprises and Business Services; most of which are self-operated and have no Corporate Marketing Office to support them. The job requires unique marketing, branding, trademark, social media, design, etc. skill sets.
Departmental Assistant Intermediate	2	AO Administration	Athletics	Assistant to the Athletic Director, this position is responsible for the ticketing system duties and game day ticket sales. The position oversees has 2 seasonal employees.
Departmental Associate	1	Physical Plant Administration	Facilities	Position supervises an administrative associate and 1-2 student workers. The direct report will be realigned with the Asst. Director of Admin Services and the Departmental Associate will report to the Director of F&G. This will eliminate a span and layer.
Dining Business Manager	1	Food Service	Auxiliaries	This position has a Departmental Assistant whose job is to process invoices for all food and supplies purchased. Additionally, the position assists with

Position data	Direct Rep.	Department	Sub-Division	Explanation
				BlackBoard Point of Sales Transaction Actuals, Trends, etc. pricing in the system, and cashier access control.
Director of Procurement	2	Purchasing	Offices of the Vice President - Business & Finance	This is the Assistant Director position which supervised 2 professional buyers for the University and 1-3 part time student employees. Responsible for processing approximately 5800 purchase orders annually in compliance with DOAS guidelines. The new Director is currently expanding responsibilities of the existing staff to better serve the needs of the campus by assigning colleges a professional buyer to support the needs of the colleges.
Exec Dir Center Bus Excellence	1	Center for Business Excellence	Offices of the Vice President - Business & Finance	This position reports to the Exec Director and oversees the unique responsibility of ensuring that business process upgrades and training is disseminated to the campus at large. Over the past 7 years, it has responsibilities for USG-mandated training, B&F specific campus training (PeopleSoft-related), DevelopWest administration, and assisting other areas with area-specific trainings.
Executive Associate	1	Human Resources	Offices of the Vice President - Business & Finance	Supervises 1 front desk position and 3 student assistants
Head Cross Country Track Coach	1	Cross Country-Women	Athletics	Supervises 1 Assistant Coach and is responsible for the Men's and Women's Cross Country teams and the Women's Track team.
Head Athletic Trainer	2	Sports Medicine	Athletics	Supervises 3 full-time Athletic sports medicine trainers, 4 Grad Assistants and Volunteers. This position is responsible for the well-being of student athletes by treating injuries and working in conjunction with the team doctors.
Head Baseball Coach	1	Baseball-Men	Athletics	Supervise 1 Assistant Coach and up to 2 Grad Assistants; Responsible for all aspects of the Baseball program
Head Coach - Women's Basketball	1	Basketball-Women	Athletics	Supervise 1 Assistant Coach and up to 2 Grad Assistants; Responsible for all aspects of the Basketball program.
Head Coach-Women's Soccer	1	Soccer-Women	Athletics	Supervise 1 Assistant Coach and up to 2 Grad Assistants; Responsible for all aspects of the Soccer program
Head Softball Coach	1	Softball-Women	Athletics	Supervise 1 Assistant Coach and up to 2 Grad Assistants; Responsible for all aspects of the Softball program
Head Volleyball Coach	1	VolleyBall-Women	Athletics	Supervise 1 Assistant Coach and up to 2 Grad Assistants; Responsible for all aspects of the Volleyball program
Human Resources Coordinator	1	Food Service	Auxiliaries	Because DineWest is self-operated, there is no "Corporate Office providing Human Resource support"; instead this position liaisons between the 300+ employee DineWest operations and UWG Human Resources. Expertise in Hiring, Counseling (e.g. Benefits), Promotion/Terminating etc. are all necessary skill sets for performing successfully in this role.
Labor Superintendent	1	Landscape & Ground Maintenance	Facilities	The Labor Superintendent oversees a small functional unit with specialized duties related to moves and event setup. The position supervises 1 full-time employee and 3-5 student workers. This functional unit will continue to grow in FTE and we continue to restructure our service levels related to event support.
Manager of Asset Management	2	Asset Management	Offices of the Vice President - Business & Finance	Asset Management has a both an operational and financial reporting component. There are two distinctly different areas: equipment inventory/new equipment tagging and managing the surplus warehouse. The area is supported with use of 2-3 federal work study students to provide support for the entire operation. One of the positions has the responsibility for tracking 1118 tagged assets and 919 sensitive assets for Carrollton, Newnan and Douglasville locations

Position data	Direct Rep.	Department	Sub-Division	Explanation
				and the other for managing the surplus warehouse, including intake and sales/pickup.
Pastry Chef	1	Food Service	Auxiliaries	The Pastry Chef influences the work of the dessert bakers, catering, etc. It has 1 dessert baker that reports directly to them.
Print Productions Coordinator	1	Publications & Printing	Auxiliaries	This position has 2 full-time direct reports, but also 2 student assistants' reporting. The job requires unique marketing, branding, trademark, social media, design, etc. skill sets. The position also requires a great deal of creativity, experience in graphic design, and the ability to use UWG's different design and print equipment.
Social Equity Officer/Title IX	1	Title IX	Offices of the Vice President - Business & Finance	The 1 direct report is an administrative support position that is required to carry out an exclusive and technical function that demand direct instructions and supervision from the social equity officer.
Sr. Acad. Adv. Student Athlete	2	AO Administration	Athletics	Supervises 2 full-time academic coordinators and 3 graduate assistants. It is responsible for overseeing student athlete services including registration, progress toward degree, and academic advising.
Strength & Conditioning Coach	1	Athletics Strength & Conditioning	Athletics	Supervises 1 full-time assistant strength coach and 2 graduate assistants; Responsible for the strength and conditioning training regimes of 300 student athletes.
UP Lieutenant	1	University Police	University Police	This position has since been reassigned to now oversee the Sgt. Of Criminal Investigations, the Sgt. of Training and the Sgt. of Support services.
Chief Operations & Admin Officer Foundation	2	Advancement Services	University Advancement	This position leads Advancement Services which has two distinct tracks, financial management of Foundation assets, and data management of University external constituent databases. This reporting structure reflects these two unique, separate but interrelated programmatic efforts.
Director of User Services	1	Information Technology	ITS	Upon review, organizational structure changes have occurred that now has this resource directly, rather than indirectly, responsible for service desk operations. Number of direct reports has increased by 1 and area of direct responsibility has also increased (layer and span).
Deputy Chief Information Officer	1	Information Technology	ITS	Deputy has a total of 3 direct reports.
Network Engineer - Senior	1	Information Technology	ITS	Engineer is a technical support resource with no direct reports.
Academic Advisor III	1	Advising Center	Enrollment Management	Created an Advising Ladder of responsibility to retain long-term advisors. The Advisor III position includes supervision of Advisor I and II's. There are 3 Advisor III's supervising 2 advisors each.
Academic Advisor III	2	Advising Center	Enrollment Management	Created an Advising Ladder of responsibility to retain long-term advisors. The Advisor III position includes supervision of Advisor I and II's. There are 3 Advisor III's supervising 2 advisors each.
Academic Advisor III	2	Advising Center	Enrollment Management	Created an Advising Ladder of responsibility to retain long-term advisors. The Advisor III position includes supervision of Advisor I and II's. There are 3 Advisor III's supervising 2 advisors each.
AD of Health Svc - Adm. Oper.	2	Health Services	Health Services	Oversees the front desk operations of Health Services. Will review for restructuring.
Assistant Registrar	1	Registrar	Enrollment Management	Supervises 5 positions of which 3 were vacant at the time of survey.

Position data	Direct Rep.	Department	Sub-Division	Explanation
Associate Dir Admissions & Comm	1	Admissions	Enrollment Management	Supervises 1 professor, 2 graduate assistants, and 10 student assistants.
Associate Dir Assessment & Academic Support	2	Center for Academic Success	Enrollment Management	Considering restructuring to put one more Coordinator under this position
Associate Director Career Services	1	Career Services	Student Life	Due to the absence of Director the supervision shifted to the Associate Director. They also supervise 1 graduate assistant and 2 student assistants. Still, functional lead (Employer Relations) that is important for experienced professional. Will wait for new Director to consider restructuring.
Assoc. Dir. of Univ. Rec.	2	UREC Administration (E&G)	Campus Center	Supervises 2 professionals (one of which supervises 91 student employees)--Complex organization and operational expectations--need experienced professional
Assistant Director - First Year Exp.	1	Orientation	Offices of the Vice President - SA & EM	1 Professional, 2 Graduate Students, and 40+ student assistants
Assistant Director UREC - Facilities & Events	2	UREC Administration (E&G)	Campus Center	Supervises 2 professors, 1 graduate assistant, and 79 student assistants. Complex organization with time constraints (evening work).
Assistant Director - CALV	1	Center for Adult Learners and Veterans	Enrollment Management	Small unit. Added additional supervisory responsibilities as development for succession planning.
Asst. Dir. of Career Services	2	Career Services	Student Life	Small unit with distinct mission of supporting 1600 student assistant positions across campus. Supervises 5 student assistants.
Captioning Coordinator	2	Counseling Center	Student Life	Small unit-very technical assignment. Performs captioning for hearing impaired.
Departmental Assistant Senior	1	Center for Academic Success	Enrollment Management	Supervises 1 Office Clerical position and performs office management duties in a complex office scheduling tutoring and supplemental instruction appointments. Supervises multiple student assistants.
Director - CALV	1	Center for Adult Learners and Veterans	Enrollment Management	Small unit with 3 professionals and 4 student assistants. One professional staff was shifted as development for succession planning.
Director Financial Aid	1	Financial Aid	Enrollment Management	Shifted supervision of professional staff to Assistant Director for succession planning development.
Director of Advising Center	1	Advising Center	Enrollment Management	Supervises an Associate Director--Slated for a second Associate in this budget. Created an Advising Ladder of responsibility to retain long-term advisors. Created an Advising Ladder of responsibility to retain long-term advisors. The Advisor III position includes supervision of Advisor I and II's. There are 3 Advisor III's supervising 2 advisors each.
Director University Recreation	2	UREC Administration (E&G)	Campus Center	Current Director has significant responsibility for the financial management of department with a complex fund mix. Shifted remaining professional staff to Assistant Directors to develop them for succession planning

Position data	Direct Rep.	Department	Sub-Division	Explanation
Health Educator - Lead	1	Health Services	Health Services	Manages a functional unit with budget. Supervises 1 professional, 10 student assistants, and 2 graduate assistants.
Manager of Housing	1	Housing Programs	Housing	Consider for restructuring with implementation of P3 initiative.
Manager of Housing	1	Housing Programs	Housing	Consider for restructuring with implementation of P3 initiative.
Manager Housing/Res Life Security Program	1	Housing Security	Housing	Supervises 243 student staff and budget
Patient Advocate	2	Health Services	Health Services	Supervises 3 positions.
Registrar	2	Registrar	Enrollment Management	Supervises 3 positions.
Senior Diversity Officer	2	Center for Diversity and Inclusion	President	Single point of accountability for institutional diversity and inclusion strategies and efforts. Supervising the Center for Diversity and Inclusion staff.
RMO-B Dir Community Engagement	1	Community Engagement	President	Single point of accountability for community engagement and liaison for external and internal constituents. Recurring resources availability limit expansion of staff at this time.
Exec Secretary to President	1	President	President	The President and President's Office has never had more than 1 additional support staff beyond the Exec. Assistant. This is a very lean staffing level for the sheer volume of work and responsibility.
University General Counsel	1	University General Counsel	President	General Counsel for UWG with institutional and system responsibility and reporting. The 1 report is a part-time position. Single point of accountability.
Director of Internal Audit	2	Internal Audit	President	Director of Internal Audit reporting to President and system office. Single point of accountability with institutional responsibility and limited staffing.
Dir of Diversity Education	2	Center for Diversity and Inclusion	President	Reporting to the Chief Diversity Officer in CDI with direct responsibility for training, education, and events. Limited budget allows for only two support staff.
Donor Relations & Spec Events Management	1	President	President	Dual reporting to Advancement. The position produces and oversees all Presidential, high-level institutional, and Advancement events. Single point of accountability without recurring budget for additional staffing.
Dir of MAP & Student Diversity	1	Center for Diversity and Inclusion	President	Reporting to the Director, this position supports and leads as single point of accountability AAMI, MAP, and will be institutional liaison for Achieve Atlanta.

Appendix B

Analysis of Non-Functional Activities \geq 40% Outside of the Working Area

Division	Dept.	Job Title	Function	%	Explanation
AA	Art	RBW-C Coordinator of Visual Service	Libraries - Function	80.00%	The art department coordinates a variety of services that include video and other visual collections – those duties in the CAR are isolated in the library but clearly crossover into Art.
AA		Technical Director	Facilities Operations	46.67%	The visual arts lab maintains a large number of displays that require expertise that maintains the integrity of the art which often includes facilities tasks unique to that area.
AA	Biology	Departmental Assistant Senior	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	75.00%	Due to decentralized budgeting in AA, many departments, including Biology, maintain a large number of budgets within the unit.
AA	COAH Dean's Office	Graduate Studies Associate	Communications, Events, and External Relations	45.00%	Colleges and some larger departments work with external constituents to organize, market, and deliver a number of events targeting specific groups in their areas.
AA	COE Student Services	Degree Program Specialist	Communications, Events, and External Relations	50.00%	Colleges and some larger departments work with external constituents to organize, market, and deliver a number of events targeting specific groups in their areas.
AA	College of Education	Regional Coordinator of WGYSTC	Communications, Events, and External Relations	60.00%	Colleges and some larger departments work with external constituents to organize, market, and deliver a number of events targeting specific groups in their areas.
AA	College of Education	Program Coordinator	Communications, Events, and External Relations	48.00%	Colleges and some larger departments work with external constituents to organize, market, and deliver a number of events targeting specific groups in their areas.
AA	College of Education	Administrative Manager	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	55.00%	Due to decentralized budgeting in AA, many departments, including the College of Education, maintain a large number of budgets within the unit.

Division	Dept.	Job Title	Function	%	Explanation
AA	Continuing Education	Program Specialist	Communications, Events, and External Relations	47.50%	Continuing Education is a self-contained unit under the umbrella of AA that must maintain, manage, market, deliver, and assess a continuous number of offerings in various locations.
AA		Departmental Associate	Communications, Events, and External Relations	70.00%	Continuing Education is a self-contained unit under the umbrella of AA that must maintain, manage, market, deliver, and assess a continuous number of offerings in various locations.
AA	COSS Dean's Office	RBW-B Web Associate	Information Technology - Function	100.00%	The College of Social Sciences maintains a dedicated web specialist to manage the web pages for their college and various departments.
AA	Distance Learning - eTuition	Help Desk Rep - Associate	Information Technology - Function	50.00%	Distance Education is a unit dedicated to the delivery of online programming. This requires a number of positions with functions that revolve around IT issues.
AA	eCampus Development Initiative	eCampus Graphic Designer	Communications, Events, and External Relations	75.00%	eCampus, eCore, eMajor is housed at UWG but operates independently as a system unit so many of their tasks appear outside of AA since they essentially are nearly a university in and of itself.
AA		eCampus Instructional Designer	Other L1	60.00%	eCampus, eCore, eMajor is housed at UWG but operates independently as a system unit so many of their tasks appear outside of AA since they essentially are nearly a university in and of itself.
AA	eCore	Associate Dir Marketing Collaborative Programs	Communications, Events, and External Relations	60.00%	eCampus, eCore, eMajor is housed at UWG but operates independently as a system unit so many of their tasks appear outside of AA since they essentially are nearly a university in and of itself.
AA	eCore	Manager of Web Innovations	Training/ Research	50.00%	Training and Research are expected duties in Academic Affairs.
AA	eCore	Web Developer Associate	Communications, Events, and External Relations	63.64%	eCampus, eCore, eMajor is housed at UWG but operates independently as a system unit so many of their tasks appear outside of AA since they essentially are nearly a university in and of itself.
AA	eCore	RBW-B STEM Tutor	Other L1	100.00%	eCampus, eCore, eMajor is housed at UWG but operates independently as a system unit so many of their tasks appear outside of AA since they essentially are nearly a university in and of itself.
AA	eCore	Graphic Designer	Other L1	80.00%	eCampus, eCore, eMajor is housed at UWG but operates independently as a system unit so many of their tasks appear outside of AA since they essentially are nearly a university in and of itself.

Division	Dept.	Job Title	Function	%	Explanation
AA	Extended Learning - Newnan	RBW-B Educational Spec	Communications, Events, and External Relations	100.00%	Newnan is an instructional site that maintains a number of events and external relations unique to the City of Newnan and Coweta County.
AA		Help Desk Support Svc Spec Associate	Information Technology - Function	54.84%	Newnan is an instructional site that provides IT help services to students on site. Many of their positions involve tasks across what would be entire units on the main campus.
AA	Geosciences	Department Assistant Sr s/f eTuition	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	50.00%	Due to decentralized budgeting in AA, many departments, including Geosciences, maintain a large number of budgets within the unit.
AA	Graduate School	Dir of Grad Student Services	Student Services	75.00%	This position is dedicated to providing services unique to graduate students, which is outside the normal range of duties for student affairs who focus primarily on undergraduates.
AA	Library	Library Departmental Associate	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	50.00%	Due to decentralized budgeting in AA, many departments, including the library, maintain a large number of budgets within the unit.
AA	Library	Library Department Associate	Communications, Events, and External Relations	72.86%	Colleges and some larger departments work with external constituents to organize, market, and deliver a number of events targeting specific groups in their areas.
AA	Library	Library Departmental Assistant - Senior Level	Finance - Procurement and Travel & Expense	70.00%	The library maintains a large number of collections and must continuously update them. Procurement of those new materials is a unique task for librarians and must be housed in the unit.
AA	Mass Communications	General Manager UTV/Adjunct Instructor	Training/ Research	50.00%	Training and Research are expected duties in Academic Affairs.
AA		Departmental Assistant Senior	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	42.00%	Due to decentralized budgeting in AA, many departments, including Mass Communications, maintain a large number of budgets within the unit.

Division	Dept.	Job Title	Function	%	Explanation
AA	Music	Departmental Assistant Associate	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	55.00%	Due to decentralized budgeting in AA, many departments, including Music, maintain a large number of budgets within the unit.
AA	Office of Research and Sponsored Projects (ORSP)	Assistant Director of ORSP	Compliance & Audit	60.00%	This position is primarily a compliance officer in research and sponsored operations.
AA	Small Business Dev Prg	Dir Small Business Dev 035B	Other L1	83.00%	The small business development center is part of the Richards College of Business and is one of 17 centers in the Georgia SBDC network. The majority of their duties involve tasks associated with the network.
AA	Small Business Dev Prg	Business Consultant	Other L1	90.00%	The small business development center is part of the Richards College of Business and is one of 17 centers in the Georgia SBDC network. The majority of their duties involve tasks associated with the network.
AA	Sport Management, Wellness and Physical Education	Departmental Assistant Intermediate PT	Finance - Procurement and Travel & Expense	41.67%	The sport management department requires procurement of a large number of accessories/items for classes and experiential learning activities in the human performance lab.
AA	Theatre Arts	RBW - eTuition Cost Shop Supervisor	Training/ Research	75.00%	Training and Research are expected duties in Academic Affairs.
AA	VP for Academic Affairs	Departmental Assistant Sr.	Finance - Procurement and Travel & Expense	50.00%	This position schedules and tracks travel for the Provost, which is substantial.
AA		Assistant Director of Academic BPF	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	55.00%	Due to decentralized budgeting in AA, many departments, including the Provost's office, maintain a large number of budgets within the unit.

Division	Dept.	Job Title	Function	%	Explanation
AA	WebMBA Differential Tuition	Marketing Program Manager	Communications, Events, and External Relations	60.00%	The Web MBA is a consortium degree for the University System of Georgia that markets externally in coordination with the system.
AA	Writing Center	RBW-B Admin Assistant QEP	Other L1	100.00%	At the University Writing Center, faculty and graduate tutors assist students with any aspect of the writing process. They welcome students from all disciplines, at any level. The position is wholly dedicated to assisting with activities designed to improve student writing, a cornerstone of our accreditation with the Southern Association of Colleges and Schools Commission on Colleges.
AA		Department Assistant Intermediate	Other L1	100.00%	At the University Writing Center, faculty and graduate tutors assist students with any aspect of the writing process. They welcome students from all disciplines, at any level. The position is wholly dedicated to assisting with activities designed to improve student writing, a cornerstone of our accreditation with the Southern Association of Colleges and Schools Commission on Colleges.
B&F	Auxiliaries	Application Support Associate	Information Technology - Function	50.00%	Dedicated support for numerous Auxiliary Enterprise Information Systems; including Pitney Bowes, BlackBoard, AIMS, Pharos, Lenel, CaterTrax, WinPrism, etc
B&F		System Engineer / Programmer Intermediate	Information Technology - Function	50.00%	Dedicated support for numerous Auxiliary Enterprise Information Systems; including Pitney Bowes, BlackBoard, AIMS, Pharos, Lenel, CaterTrax, WinPrism, etc
B&F	East Commons	Food Service Lead (East Commons)	Training/ Research	50.00%	The role of the hourly "Lead" is to not only do the work necessary to appropriately operate their specific "station / assignment, but because they have demonstrated high job- skill and mentoring abilities, they also spend about 50% of their time coaching and training other employees in their work group on quality, hospitality, etc.
B&F	Dine West	Assistant Manager Retail - Concessions	Training/ Research	70.00%	Concessions are typically managed by the Asst. Mgr. Retail Concessions, but staffed by members of community civic organizations. Because the staffing varies from event to event, the Asst. Mgr. of Retail Concessions spends a great deal of his/her time overseeing operations, training staff on proper food handling, hospitality, inventory control, etc.
B&F	Dine West	MIS Super User	Information Technology - Function	80.00%	This position is responsible for maintaining Agilysys – the inventory control and software system that is used for Dine West.

Division	Dept.	Job Title	Function	%	Explanation
B&F	Dine West	Assistant Manager of Retail-Satellite	Training/Research	85.00%	The Asst. Manager of Retail - Satellite spends the majority of his/her time overseeing the satellite retail operations; specifically, staffing, speed of service, accuracy, hospitality, etc. This requires a great deal of observation, feedback and training; at least 50 % of the person's time.
B&F	Dine West	Administrative Support - Intermediate	Information Technology - Function	80.00%	The Admin Support - Inter spends a great deal of time working in the BlackBoard Information System. Pulling valuable transaction, POS, Inventory data for the Operators to use as gauges for operational effectiveness and efficiencies, as well as, monetary reconciliation.
B&F	Dine West	Assistant Manager Retail - UCC	Training/Research	80.00%	The Asst. Manager of Retail - Satellite spends the majority of his/her time overseeing the satellite retail operations; specifically, staffing, speed of service, accuracy, hospitality, etc. This requires a great deal of observation, feedback and training; at least 50 % of the person's time.
B&F	Z-6	Food Service Lead	Training/Research	50.00%	The role of the hourly "Lead" is to not only do the work necessary to appropriately operate their specific "station / assignment, but because they have demonstrated high job- skill and mentoring abilities, they also spend about 50% of their time coaching and training other employees in their work group on quality, hospitality, etc.
B&F	Pub & Print	Departmental Assistant Intermediate	Other L1	100.00%	This position assists with Budget Management, Business Plan, Bi-weekly internal chargebacks, billing for outside print jobs, facilitates the daily production meeting, and serves as office manager.
B&F	Pub & Print	Print Productions Coordinator	Other L1	75.00%	Assists with pre-press duties such as impositions, making plates for press, finishing print product, folding, perforating, etc.
B&F	Pub & Print	Graphics Technician	Other L1	100.00%	Checks print files for accuracy - pre-press, creates designs, large format production such as banners, large posters, etc.
B&F	Pub & Print	Production Supervisor	Other L1	100.00%	Trouble shoots print files, manages large format workflow, supervises "design area", and coordinates w Offset and Digital.
B&F	PBX-Tele Comm	VoIP Engineer - Senior	Information Technology	100.00%	The VoIP Engineer Senior is responsible for managing the campus Telecommunications. That "phone system" is Voice over
B&F	Athletics	Assistant Athletic Trainer	Training/Research	50.00%	Evaluation and Rehab of Injured athletes
B&F	Athletics	Baseball Men Associate Athletic Director	Other L1	100.00%	Position should have been the basketball coach - not baseball.

Division	Dept.	Job Title	Function	%	Explanation
B&F	Athletics	Assistant Athletic Director Compliance	Compliance and Audit	45.00%	This position is responsible for ensuring NCAA compliance for all UWG Athletic programs.
B&F	Athletics	Sr. Acad. Adv. Student	Training/Research	45.00%	50% of time is Academic Affairs
B&F	Athletics	Academic Advisor Student	Academic Affairs - Function	100.00%	Academic Advising and support services
B&F	Budget Services	Budget Analyst Intermediate	Human Resources (including Benefits & Payroll)	41.82%	This position's HR role is position management.
B&F	Budget Services	Budget Analyst Intermediate	Human Resources (including Benefits & Payroll)	41.52%	This position's HR role is position management
B&F	CPF Custodial Services	Custodial Lead	Training/Research	50.00%	This should be 10% "Talent Management: Coordinate training and prof development for staff". The majority of this position is Custodial Operations.
B&F	CPF Custodial Services	Custodial Lead	Training/Research	100.00%	This should be 10% "Talent Management: Coordinate training and prof development for staff". The majority of this position is Custodial Operations.
B&F	CPF Facilities	Grounds Foremen	Other L1	75.00%	This position should be 80% "Perform landscaping/ grounds keeping". Small percentages in supervising and directing work, acquiring tools and supplies, and conducting training.
B&F	CPF Risk Mgmt. / EHS	Environmental Safety Coordinator Associate	Other L1	45.00%	Environmental Occ. Health & Safety Regulatory Compliance
B&F	CPF Planning & Construction Services	Planning Analyst	Other L1	100.00%	10% Meetings & Collaboration 10% IT Functional Application Support 20% IT - Department-level project and program management 40% Facilities Ops - Maintain Facilities Software 10% Facilities - Asses space/staffing assignments

Division	Dept.	Job Title	Function	%	Explanation
B&F	CBE	Exec Director	Other L1	50.00%	At the time of the assessment, this position was involved with the implementation of the USG initiative OneUSG Connect- which was not defined within the prescribed CAR definitions.
B&F	Controller	Compliance Analyst	Compliance & Audit	47.50%	New position on 11/1/17. Verified
B&F	Controller	Compliance Analyst	Info Technology - Function	45.00%	New position on 11/1/17. Verified
B&F	Controller Bursar	Accts Rec Rep Intermediate	Enrollment Management - Function	90.00%	Verified.
B&F	Controller Bursar	Accts Rec Rep Associate	Other L1	100.00%	Directions and categories were misunderstood by employee completing the assessment and they did not include any text explaining the selection of "Other". Per discussion with the Bursar and based on the Job Title, a more appropriate breakdown would be 60 % Billing and Receivables/Cashiering and 40% General Accounting.
B&F	HR	Program Specialist	Institutional Research - Function	64.00%	Verified.
B&F	HR Title IX	Social Equity Support Specialist	Student Services	54.74%	Verified - case management
B&F	University Police	UP Sergeant Senior ACS	Other L1	100.00%	Manages security systems for campus
ITS	Client Services	Help Desk Representative Associate	Training/ Research	50.00%	This position often requires training of students, faculty and staff on how to access systems, reset passwords, join the wireless network, and other training related tasks.
ITS	Client Services	Help Desk Support Services Spec-Inter	Training/ Research	90.00%	This position is dedicated to researching system related anomalies, operating system tuning techniques, upgrades, and preparing training materials for ITS staff and resources that leverage technology solutions in the two schools that are directly supported.
ITS	Client Services	Client Services Technician	Training/ Research	75.00%	This position is primarily responsible for managing and optimizing software distribution tools, malware tools, and operating system updates tools. Training on use of the tools and research associated with best practices and malware management is required.

Division	Dept.	Job Title	Function	%	Explanation
SAEM	Health Services	Medical Records Supervisor	Information Technology - Function	66.52%	The Medical Records Supervisor is a superuser of the Greenway Prime Suite Software. Their involvement includes setting the parameters of the system, but does not program it (done by Greenway) or set it up on our network (done by ITS).
SAEM	Office of Activity Operations	Coordinator of Student Program	Training/ Research	50.00%	The Coordinator of Student Program position is actually a budget position for SAFBA Student Activities Fee. The incumbent spends quite a bit of her time training executive officers and advisors of organizations on the policies and procedures surrounding the use of the Student Activity Fee money. This is appropriately placed and is more of a function of policy compliance than of training and research.
SAEM	UREC Administration (E&G)	Coordinator of Marketing & Promotions	Communications, Events, and External Relations	50.00%	This position is appropriately positioned and focused on specific student programming marketing and communications. This position requires someone with career preparation in Student Affairs/Student Activities and not a Communication Generalist.
SAEM	Admissions	Department IT Specialist	Information Technology - Function	75.00%	Mistakenly aligned with ITS due to no other applicable category on survey for superusers in functional areas.
SAEM	Career Services	Departmental Assistant - SR.	Human Resources (including Benefits & Payroll)	60.00%	The duties for this position are being shifted to Human Resources in FY19
SAEM	Career Services	Experiential Learning Specialist	Training/ Research	50.00%	This position completes student employee training and works with experiential learning (internships, co-ops, etc.). The employee was unclear how to best categorize the duties in the survey.
SAEM	Center for Academic Success	Associate Director of Assessment & Academic Support	Academic Affairs - Function	46.25%	Academic Support functions of CAS are organizationally aligned with SAEM but the survey did not give options to separate them into different divisions. This is properly aligned
SAEM	Center for Academic Success	Coordinator of Supplemental Instruction	Academic Affairs - Function	65.00%	Academic Support functions of CAS are organizationally aligned with SAEM but the survey did not give options to separate them into different divisions. This is properly aligned
SAEM	Counseling Center	Captioning Specialist	Training/ Research	77.22%	This position reports through Accessibility Services which is in SAEM. The position trains other captionists, and therefore the employee was unclear as to how best to categorize the position in the survey.

Division	Dept.	Job Title	Function	%	Explanation
SAEM	Counseling Center	Departmental Assistant - SR	Other L1	50.00%	This position supports the Counseling Center with front desk operations (intake, reception, etc.). The employee was unclear as to how best to categorize the position in the survey.
SAEM	Counseling Center	Captioning Specialist	Training/ Research	98.00%	This position reports through Accessibility Services which is in SAEM. The position trains other captionists, and therefore the employee was unclear as to how best to categorize the position in the survey.
SAEM	ESC-Call Center	Administrative Support - Intermediate	Information Technology - Function	64.00%	The employee in this position is a superuser of multiple technology systems and spends much of her day engaging with technology. Properly aligned in the department
SAEM	ESC-Call Center	Call Center Associate	Compliance & Audit	60.00%	This employee was in error categorizing the function and it was not caught by the supervisor. The employee takes calls for Financial Aid--a "high compliance" environment. However the duties are really customer service.
SAEM	Housing	Technical Writer	Compliance & Audit	70.00%	This employee spends a lot of time writing policies and procedures, and mis-categorized the work as Compliance.
SAEM	Housing	Student Conduct Specialist	Student Services	85.00%	The student conduct specialist is directly related with student services so this alignment is correct.
SAEM	Housing	Assignments Coordinator	Enrollment Management - Function	42.33%	The assignments coordinator is part of the Enrollment Yield process, but this should be coded under Student Services instead of EM
SAEM	Housing	Departmental IT Specialist	Information Technology - Function	73.75%	The employee in this position is a superuser of multiple technology systems and spends much of his day engaging with technology. Properly aligned in the department
SAEM	Housing	Manager of Housing for Safety & Security	Human Resources (including Benefits & Payroll)	40.88%	A large part of this roles is hiring personnel to do the Safety and Security jobs for Housing and Residence Life. Although they interact with HR a lot, they are not HR professionals, and this role should be considered under Student Services or General Admin.
SAEM	SAFBA	Coordinator of Student Program	Training/ Research	50.00%	The Coordinator of Student Program position is actually a budget position for SAFBA Student Activities Fee. The incumbent spends quite a bit of her time training executive officers and advisors of organizations on the policies and procedures surrounding the use of the Student Activity Fee money. This is appropriately placed and is more of a function of policy compliance than of training and research.
SAEM	Enrollment Mgmt.	Assistant Director of First Year Experience	Student Services	45.00%	The First Year Experience office is under Enrollment Management, but is definitely aligned with direct student service. Should be coded under Enrollment Management, but properly aligned in department

Division	Dept.	Job Title	Function	%	Explanation
SAEM	Enrollment Mgmt.	Coordinator of Move On When Ready	Academic Affairs - Function	50.00%	Academic Support functions of First Year Experience Office are organizationally aligned with SAEM but the survey did not give options to separate them into different divisions. This is properly aligned
SAEM	Enrollment Mgmt.	Department Associate	Academic Affairs - Function	46.25%	Academic Support functions of Registrar's Office are organizationally aligned with SAEM but the survey did not give options to separate them into different divisions. This is properly aligned
SAEM	VP Office	Student Enrollment Specialist	Enrollment Management - Function	54.00%	This position is properly aligned because this enrollment generalist provides EM functionality at the Newnan Center.
SAEM	VP Office	Assistant Director Budget Plan & Finance	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	70.00%	This position is properly aligned in the SAEM Division.
SAEM	VP Office	Associate VP Enrollment Management	Enrollment Management - Function	50.00%	Properly aligned
University Advancement (UA)	Advancement Services	Accounting Assistant Intermediate	Finance - Procurement and Travel & Expense	80.00%	Foundation related financial accounting processes, billing and receiving, budgeting by account and general accounting
University Advancement (UA)		Departmental Assistant Intermediate	Finance - General Finance, Accounting, and Budgeting (Non-Grant Related)	46.70%	Foundation related accounts payable, travel, and general purchasing processing from Foundation accounts
University Advancement (UA)	Alumni Relations	Assistant Director Alumni Relations	Communications, Events, and External Relations	45.00%	Alumni events, alumni communication, alumni website updates, alumni outreach, social media outreach to alumni, and writing and editing for each position.
University Advancement (UA)		Assistant Director of Alumni Relations	Communications, Events, and External Relations	50.00%	Alumni events, alumni communication, alumni website updates, alumni outreach, social media outreach to alumni, and writing and editing for each position.
University Advancement (UA)		Visual Services Specialist Sr.	Other L1	100.00%	The position works with photography and video presentations. While there is not a specific category, position responsibilities will be reclassified into Communications, Events, and External Relations section.

Division	Dept.	Job Title	Function	%	Explanation
University Advancement (UA)		Departmental Assistant Senior	Other L1	50.00%	This position spends approximately 50% of their time on administrative assistant duties associated with the Development Department, and 50% working on activities associated with the Foundation by recording and updating gift and constituent information, as well as assisting in Foundation Board communications and activities. Time will be re-classified event management, outreach and general administration.

Appendix C

CAR Project Tracker A - Identification of Savings Comprehensive Administrative Review University System of Georgia										
		Institution:		Univ. of West Georgia	Result			Financial Impact		
#	Functional Area (Division)	Owner/Lead (President, VP, etc.)	Background (Relevant Notes - Refer to Report)	Action Taken (Eliminate Position; Modify Position; Restructure; Modify Process; Eliminate Process; Modify)	FY19 Expected Results	FTE Impact (Eliminated Positions Only)	Filled or Vacant Position (Eliminated / Modified Positions Only)	Annual Fiscal Impact	Ongoing or One-Time	Implementation Date
1a	Institution	Institution President; CBO; VP AA	16.5 FTE (approx. 78% of total \$1.64M eliminated from eTuition revenue funded by recurring FY19 growth allocation and identification of FY19 budget lines no longer needed). The unfunded items UWG requested in their FY19 allocation included 13.8 FTEs of which 4.3 FTEs (\$279,922) and an ITS performance solution (\$30,000) were identified in the CAR process as no longer critical and the resources strategically redirected in support of the 16.5 Faculty positions funded by eTuition differential reduction.	Eliminate Position, Modify Process	Savings from CAR process will be redirected to support the 16.5 Faculty FTE's impacted by the undergraduate eTuition differential reduction. 72% of UWG undergraduate students will pay less over the next 4 years.	4.3	Vacant	\$ 309,922	Ongoing	1-Jul-18
1b	Academic Affairs	Institution President; CBO; VP AA	16.5 FTE (approx. 15% of total \$1.64M eliminated from eTuition revenue funded by strategic redirected funding).	Modify Process	A strategic redirection of funding from eCampus development funds	0.0	N/A	\$ 250,000	Ongoing	1-Jul-18
1c	Academic Affairs	Institution President; CBO; VP AA	16.5 FTE (approx. 4% of total \$1.64M eliminated from eTuition revenue funded by strategic redirected funding).	Eliminate Position	A strategic redirection of funding from Distance Learning	1.0	Eliminated	\$ 64,359	Ongoing	1-Jul-18
1d	Academic Affairs	Institution President; CBO; VP AA	16.5 FTE (approx. 2.1% of total \$1.64M eliminated from eTuition revenue funded by strategic redirected funding).	Modify Process	A strategic redirection of funding from Distance Learning operating expenditures	0.0	N/A	\$ 35,641	Ongoing	1-Jul-18

2	Business & Finance	CBO	Strategic realignment (5/7/18) of Payroll and Accounts Payable resulted in the elimination of a Director-level position within HR.	Restructure	Improved span of control with no impact on services. Funding will be redirected to support compensation for added data management responsibilities and one Title IX investigator	1.0	Vacant	\$ 131,000	Ongoing	1-Jul-18
3	Business & Finance	CBO	The future retirement of a senior grounds superintendent will allow Facilities to downgrade the replacement position.	Modify position	Direct reports to this position will be reassigned to another supervisor. Improved span of control with no impact on services	0.0	Vacant	\$ 12,000	Ongoing	1-Sep-18
4	University Advancement	VP UA	Recent changes in responsibilities in the Director of Creative Services position allowed administrators to redirect	Modify position	Improved span of control with no impact on services	0.0	Vacant	\$ 2,500	Ongoing	1-Jul-18
5	Academic Affairs	VP AA	The current Director of Testing is retiring on 6/30/18. Position will be reclassified as a coordinator.	Modify position	Reclassification of Director of Testing to more accurately align the position to current duties.	0.0	Vacant	\$ 20,000	Ongoing	1-Jul-18
6	Information Technology	VP ITS	Information solutions was reorganized to improve the span of control and reduce a future manager position	Eliminate position	Improved span of control with no impact on services	0.0	Vacant	\$ 82,700	Ongoing	1-Jul-18
7	SAEM	VP SAEM	Restructure Pharmacy staffing to accommodate new Health Center operations.	Eliminate position	Improved span of control with no impact on services	1.0	Vacant	\$ 77,370	Ongoing	1-Jul-18
								Subtotal	\$ 385,492	
	Functional Area (Division)	Owner/Lead (President, VP, etc.)	Background (Relevant Notes - Refer to Report)	Action Taken (Eliminate Position; Modify Position; Restructure; Modify Process; Eliminate Process; Modify Contract; Eliminate Contract; Other)	FY20 Expected Results	FTE Impact (Eliminated Positions Only)	Filled or Vacant Position (Eliminated / Modified Positions Only)	Annual Fiscal Impact	Ongoing or One-Time	Implementation Date
#	Academic Affairs	VP AA	Eliminate duplication of effort in faculty development which was previously separated into two categories: online and	Eliminate position	Direct reduction in personnel expenses with no impact on services	1.0	Filled	\$ 95,590	Ongoing	1-Jul-19
								Total	\$ 1,081,082	

CAR Project Tracker B - Identification of Redirection of Saved Resources
 Comprehensive Administrative Review
 University System of Georgia

		Institution:	Univ. of West Georgia		Result	Financial Impact		
#	Project/ Initiative Name	Functional Area (Division)	Owner/Lead (President, VP, etc.)	Background (Relevant Notes - Refer to Report)	FY19 Expected Results	Annual Fiscal Impact	Ongoing or One-Time	Implementati on Date
1a-d	Reduce undergraduate eTuition to students	Institution	Institution President; CBO; VP AA	Identified savings from CAR process detailed in "Tab A" items 1a through 1d will be redirected to support the 16.5 Faculty FTE's impacted by the undergraduate eTuition differential reduction.	FY19 Result - Approximately \$1.64M in direct eTuition savings to students. 72% of UWG undergraduate students will pay less over the next 4 years.	\$ 659,922	Ongoing	1-Jul-18
2	Organizational Improvement	Business & Finance	CBO	Workload capacity in Title IX required an additional Title IX investigator and OneUSG Connect required a data management liaison.	FY19 Result - Hire an additional Title IX investigator and support compensation for added data management responsibilities required by OneUSG Connect.	\$ 131,000	Ongoing	1-Jul-18
3	Organizational Improvement	Business & Finance	CBO	Current superintendent is retiring near the end of August 2018 and this position will be reclassified as a Building Trades Senior level.	FY19 Result - Funding will be redirected to upgrade a grounds foreman position to help reduce Grounds Superintendent span of 18 direct reports.	\$ 12,000	Ongoing	1-Sep-18
4	Organizational Improvement	University Advancement	VP UA	UA Visual Services needed additional personnel support to accommodate current workload.	FY19 Result - Redirect funding to the Director of Visual Services for student employee administrative support.	\$ 2,500	Ongoing	1-Jul-18

5	Organizational Improvement	Academic Affairs	VP AA	Additional resources need in providing service to students in the Testing Center.	FY19 Result - Redirect funding to support additional staff for Testing Center.	\$ 20,000	Ongoing	1-Jul-18
6	Organizational Improvement	ITS	VP ITS	Reorganize the reporting structure between Client Services and Information Solutions to balance span of control and avoid the salary request for 1 additional manager.	FY19 Results - Additional manager will not be hired.	\$ 82,700	Ongoing	1-Jul-18
7	Organizational Improvement	SAEM	VP SAEM	Restructure Pharmacy staffing to accommodate new Health Center operations.	FY19 Results - 2 Pharmacy positions will be reduced to 1 with realized savings being redirected to new Health Center debt management.	\$ 77,370	Ongoing	1-Jul-18
Subtotal						\$ 985,492		
#	Project/ Initiative Name	Functional Area (Division)	Owner/Lead (President, VP, etc.)	Background (Relevant Notes - Refer to Report)	FY20 Expected Results	Annual Fiscal Impact	Ongoing or One-Time	Implementation Date
8	Organizational Improvement	Academic Affairs	VP AA	Reorganize the Center for Teaching and Learning and the Online Faculty Development Center into one Center for great synergy and efficiency.	FY20 Result - Realized administrative savings will be redirected to faculty development following guidance from the two centers.	\$ 95,590	Ongoing	1-Jul-19
Total						\$1,081,082		