DRAFT

To: College of Built Environment Executive Committee
From: Renee Cheng and Rachel Ward
Date: April 13, 2020
Re: Organizational Structural Analysis Status Report

Upon Dean Cheng's arrival at the College of Built Environments in January 2019, she engaged the College in a series of Dean's dialogues with the assistance of Julius Erolin to explore the various needs and interests of the community. As part of the assessment, it was determined that faculty and staff wished to have more clarity around business processes and procedures as well as roles within the College. We sought proposals from a number of consultants who could conduct an organizational analysis. After reviewing proposals, it was determined that the College would be best served to perform an internal analysis to ensure the process was aligned with College needs and interests.

Rachel Ward was assigned to start organizational structural analysis that would run in parallel with the strategic planning process. Over the course of ten weeks beginning in April 2019, Rachel Ward met regularly with the department administrators in the College to define the current status of the organization and identify which staff members were doing what types of work. This work was used as a basis to convene a focus group to advise on developing processes and procedures and alignment between college needs and staff roles. The expected result is the release of policies and procedures related to HR, finance, and other administrative tasks and recommendations on business operations of the college with staff roles and organizational structure. Our goal is that these will be released on the College intranet in early Summer 2020.

To create the focus group, in late February 2020, a call was sent to College faculty and staff asking for participants who are interested in organizational analysis and effectiveness to participate. The group members are:
- Laura Barrera, Advancement Services Officer
- Heather Burpee, Research Associate Professor, Architecture
- Rachel Faber-Machacha, Undergraduate Advisor, Construction Management
- Vanessa Lee, Administrator, Landscape Architecture
- Giovanni Migliaccio, Chair, Construction Management
- Matt Sharp, Senior Computer Specialist, Archnet
- Diana Siembor, Graduate Advisor, Urban Design & Planning
- Rebecca Walter, Assistant Professor, Real Estate
- Rachel Ward, Assistant Dean for Budget & Planning

This group met for two hour sessions over four weeks. They brainstormed on areas where improvement could benefit the College with particular focus on:
- streamlining business structures
- increasing efficiency of processes

- enhancing services

The initial questions were: What administrative structures, processes, and services are inefficient or outdated? What administrative structures, processes, and services can be improved and how? This conversation evolved to touch on all the administrative areas of the college including communications, student services, computing, finance, human resources, and advancement. Below is a summary of suggestions/identifications.

Policy and procedure

There is a lack of clear written guidance that allows faculty and staff to navigate systems on their own and results in a lack of accountability. Policy and procedure allows faculty and staff the room to focus on the important work without "recreating the wheel". This would allow for consistent practices across the college in a much more streamlined way. Specifically, guidance around facilities, HR, and financial processes and oversight were deemed as high priority.

Organization chart

An org chart will be updated to address inefficiencies around reporting structures as well as areas of responsibility, accountability, and decision-making. It was noted that there is not consistency among job responsibilities and matching job titles or pay grades. The flexibility of department needs is appreciated but a certain standard approach could be of use. For example, each department should have administrative support and advising but the numbers may vary the job tasks to a certain degree. Generally though, these job descriptions could be modularized with regular re-evaluation as positions are vacated and filled.

Centralized processes

Some processes could be centralized to provide more consistency and a more powerful approach, a reduction in the duplication of faculty and staff efforts around similar topics. Examples and suggestions include:
- Time schedule
  - More coordinated effort across college to provide best student experience and access to courses and increased budget benefit to departments
  - Ability to see opportunities for new offerings and address overlaps
- College-level student services support
  - Act as a coordinator of department advisor and liaison with UW offices
  - Coordinate study abroad efforts and info sessions
  - Facilitate workshops and tours
  - Manage student disciplinary issues and investigate complaints
- Communications
  - More powerful voice as one unit, greater impact
  - Provide true expertise in marketing
- Human resources and Workday
  - Large workload for administrators and could free up their time for more departmental needs
  - Standardized processes and procedures
  - Consistent onboarding and offboarding

- ○ Metrics and evaluations for review of both faculty and staff
    - ○ Liaison with UW Central HR and Academic HR
- Standardized computing options
    - ○ Centralized list of available resources and supported software/hardware both locally and campus-wide
    - ○ Provide a preferred platform for hardware and software (Google vs. Microsoft) for new employees and develop a timed plan to transition all to a single platform for shared/cloud services.
- Event support
    - ○ Guidelines on which events receive staffing support and what that support entails
    - ○ For every event that is repeated, the unit responsible will develop a timeline, process and checklist that would allow for an institutional repository that can be shared across units within the college
- Hourly student support
- A centralized pool of skilled students that could be used by departments for non-teaching associated jobs, reducing department efforts in recruiting and hiring Service contracts
    - ○ Centralized administrative support
    - ○ Policy and procedure to guide faculty
    - ○ Centralize financial oversight and risk for these contracts at either college or unit level

Automation

The College should move toward a more automated system for procedures throughout the College to be more time efficient and reduce duplicate efforts. We should work toward processes with e-signatures and less paper. This serves not only to achieve better business processes and procedures but also reduces carbon footprint. A separate end-user focus group for these processes would best serve this effort.

These efforts began at a time where patterns of enrollments, revenue and expenses were relatively predictable. Though much has changed and even more is unknown, we believe organizational analysis was correctly identified as a priority over the past year and remain committed to the effort. At this time, we are seeking feedback to better understand your ideas, interests and concerns about the areas identified above and any gaps you think would be good to include.

We expect organization structure analysis will be an ongoing discussion as we make choices to better align College structures and efficiency to allow for strategic investment. The College strategic planning process is occurring in parallel and changes to the current structures would allow for more time and flexibility to address the new ideas and directions of the strategic plan. Please direct any comments, concerns, or questions to Rachel Ward.