

1

BACKGROUND & THEMES

ALL TEAMS

WHAT WE LEARNED

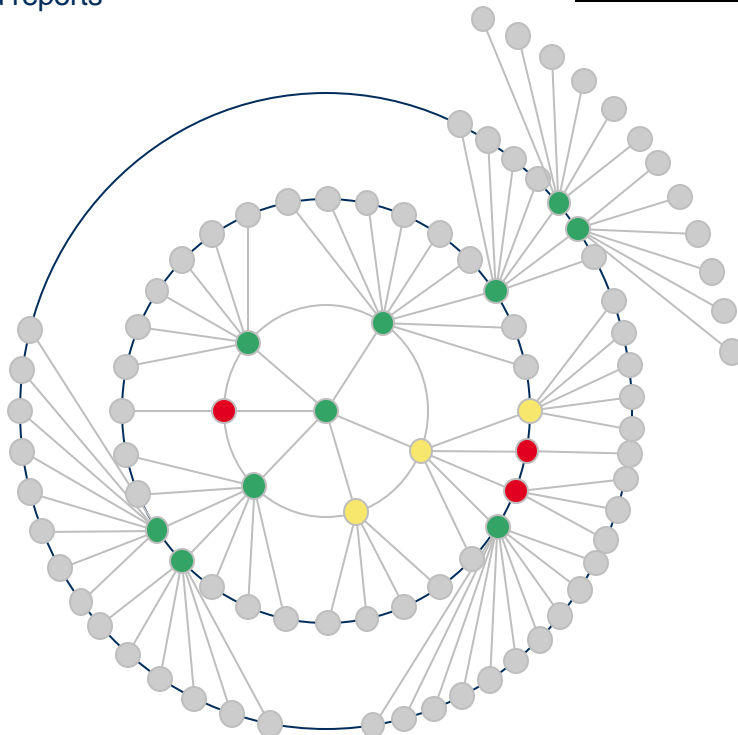
SUMMARY OF SPANS AND LAYERS ANALYSIS

A **Spider Chart** is a visualization tool that facilitates the spans and layers assessment.

The dot in the center is the head of the organization, and the dots on the inner ring indicate their direct reports. Each additional concentric circle represents another set of direct reports. Color-coding aids in the identification of areas with low span of control.

Number of supervised reports

- No supervised reports
- < 4 reports
- 4 - 5 reports
- ≥ 6 reports



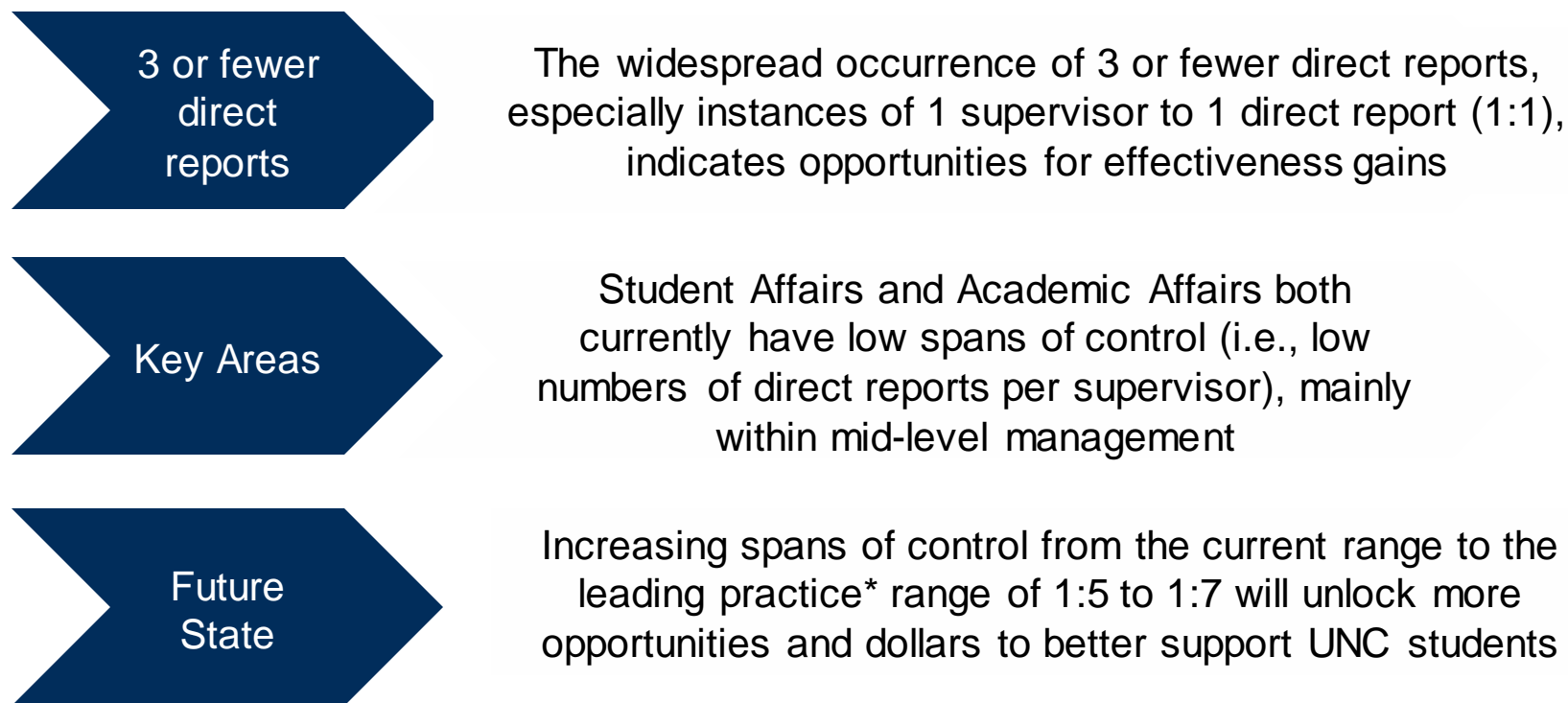
Process for Using Spider Chart

- Generate spider chart using SoC targets to define color key
- Identify extra layers and low spans of control
 - Can we merge two layers?
 - What can we do about managers with fewer than 4 reports?
- Discuss any potential position changes
- Document reasons for specific exceptions to spans and layers “violations”
- Calculate spans changes, layer changes and any potential savings for organization with improved SoC

WHAT WE LEARNED

SUMMARY OF SPANS AND LAYERS ANALYSIS

Our spans and layers analysis indicates that **UNC has an opportunity to improve span of control, particularly within the Student Affairs and Academic Affairs units**. By increasing the span of control to better align with the industry standard range, more resources will become available.



*Graicunas, V.A., Relationship in Organization, (pp. 183-187) in Papers on the Science of Administration, edited by Luther Gulick and Lyndal F. Urwick, published by Columbia University's Institute of Public Administration in 1937; Urwick, L.F., "The Manager's Span of Control" (pp. 39-47) in the May-June 1956 issue of the Harvard Business Review; Ouchi, W. and Dowling, J., "Defining Span of Control", Administrative Sciences Quarterly, Vol. 19, 1974; Van Fleet, D. and Bedian, A., "A History of the Span of Management", Academy of Management Review, July 1977; Nelson, Gary L. and Wulf, Julie, "How Many Direct Reports", April 2012 issue of the Harvard Business Review; Gary L. Nelson (SVP at Booz & Company) and Julie Wulf (Associate Professor at Harvard Business School); Acharya, A., Lieber, R., Seem, L., and Welchman, T.; "How to Identify the right spans of control for your Organization"; December 2017; McKinsey & Company; Mariotti, A., SHRM Research, Society For Human Resource Management (SHRM), 2017 Human Capital Benchmarking Report, December 2017, pg. 9

WHAT WE LEARNED

SUMMARY OF ACTIVITY ASSESSMENT ANALYSIS

The results of the Activity Assessment Survey show **role fragmentation, a proliferation of generalists, and different divisions performing the same work** indicating increased effectiveness opportunities exist.

- **Highly Fragmented Roles:**
Functions across the university are highly fragmented, notably in Communications, Events, Finance, HR, and Travel and Expense functional areas
- **Opportunities for More Expertise:**
Fewer than 50% of the FTE effort is from “specialists,” i.e. staff that spend more than 50% of their time working in that function. Specialists are more efficient and produce higher quality work, indicating efficiency gains can be made by specializing positions.
- **Strong Prevalence of Multi-Function Generalists:**
Substantial portions of effort are coming from staff with generalist titles (e.g. Administrative Assistants, Program Assistants) who “wear many hats” and whose portfolios can comprise activities in up to 12 different (often administrative, not strategic) functions
- **Proliferation of Work and Duplication of Effort**
Different divisions are performing similar work, indicating the opportunity for organizational improvements through centralization of functions. Communications and Events represents the largest opportunity area with 46 FTE and \$2.6M in spending spread across 4 divisions.

WHAT WE LEARNED

EXECUTIVE SUMMARY

The O&OA data collection—interviews, group discussions, business process analysis, spans and layers analysis, and activity assessment survey results—provided these key findings:

- **Interview/Group Discussion Themes:**
 - UNC employees identified numerous ways to operate more effectively and to better serve students.
 - Ideas spanned strategic leadership, trust, budget, process/policy, human capital, technology, faculty and students.

- **Business Process Review:**
 - Interview responses focused heavily on administrative and transactional processes
 - Official functions forms, journal entries, new employee systems access and EPAFs were cited as onerous processes.
 - Process improvement recommendations were provided

- **Spans and Layers Analysis:**
 - Too many supervisors have too few direct reports, with more than 50% having fewer than five (many with only one)
 - Effectiveness improvement opportunities exist particularly in Academic and Student Affairs.

- **Activity Assessment Survey (AAS) Analysis:**
 - Role fragmentation, a lack of specialists/ reliance on generalists, and duplication of effort exists among in scope units.
 - Centralization of fragmented tasks, more specialists, and elimination of duplication will increase effectiveness.
 - Communications & Events, HR, Finance, and Travel & Expense represent the main opportunity areas.

ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS – REIMAGINE – ENTERPRISE FUNCTIONS

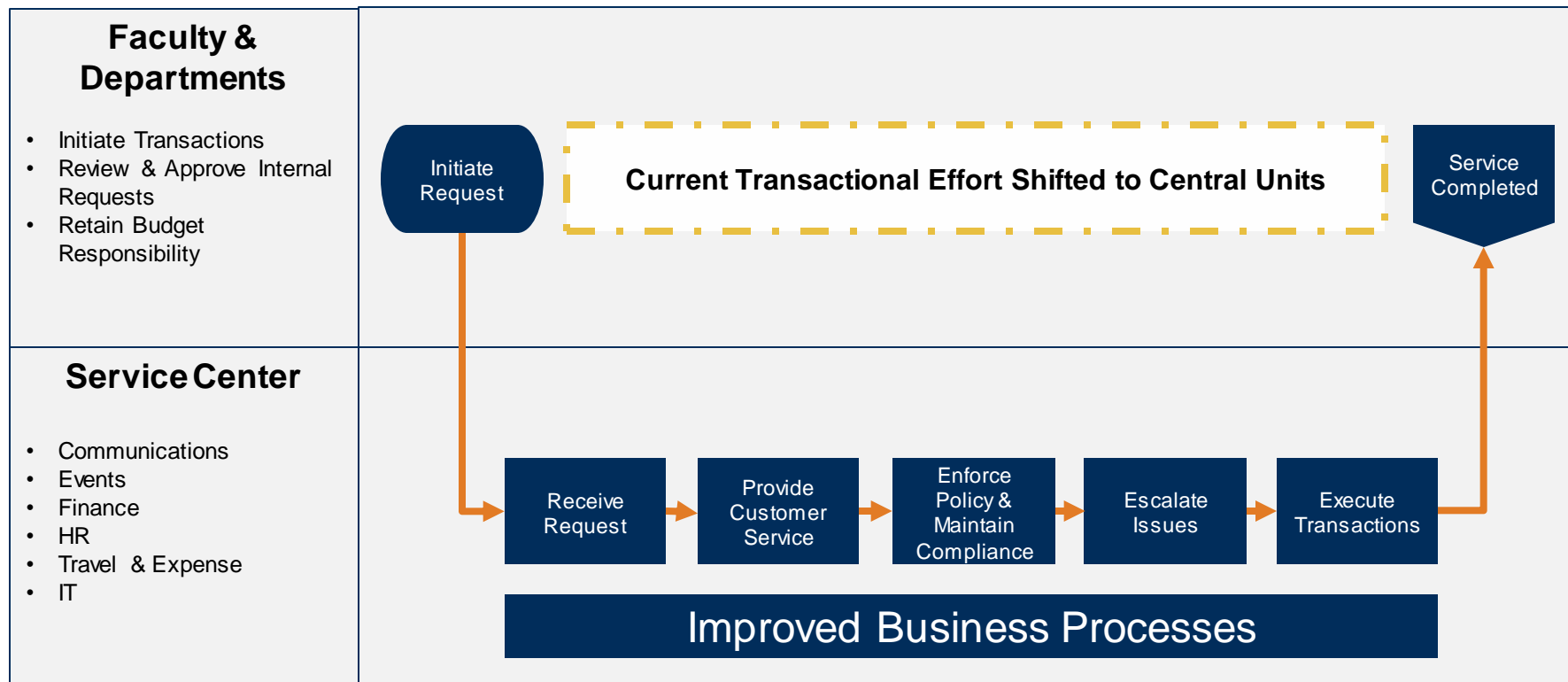
A shared services framework can provide a particular opportunity for the delivery of specialized, non-fragmented work which UNC could use for select functions such as Communications, Events, Finance, HR, Travel and Expense, and IT.



Data Sources



Timeline



ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS – REALIGN – DIVISION FUNCTIONS

UNC can also raise unit productivity and effectiveness by reconfiguring job descriptions and expectations to ensure that more employees act as specialists in their work unit. Below are sample opportunities for this type of improvement.



Data Sources

Timeline

Area	Current Expense	Current Effort (FTE)	Potential Opportunities
Student Worker Management	\$615.9K	12.7	Each unit using student workers or conducting professional development can designate 1-2 employees who specialize in these areas to develop expertise and operate more effectively.
Professional Development	\$525.9K	8.7	

ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS – REINFORCE - SUMMARY

Section IV. of the Organizational and Operational Assessment (O&OA) project recommendations directly tie to the strategic priorities of the SESS plan.

SESS Priority	O&OA Recommendation Reinforcing SESS
<p>Priority #1: Align Admissions to UNC enrollment and student success by recruiting, selecting, and onboarding students UNC best positioned to support</p>	<ul style="list-style-type: none"> • Consolidate Admissions and Enrollment staffing for undergraduate, graduate, and international programs • Add/redeploy admissions counselors (+3 FTEs) • Clarify Enrollment Strategy for International Students/CIE
<p>Priority #2: Develop formal and sustainable partnerships with area community colleges and establish a deliberate strategy to grow transfer enrollment and enhance transfer student services</p>	<ul style="list-style-type: none"> • Clarify organizational ownership of this strategic priority • Consolidate Registrar's office for undergraduate, graduate, and international programs • Explore creation of a leading practice Transfer Enrollment Center
<p>Priority #3: Develop an integrated network approach to partnering with students to ensure their success and progression</p> <p>Priority #4: Develop a focused, intrusive and proactive strategy for coaching students with the greatest risk of attrition</p>	<ul style="list-style-type: none"> • Centralize and prioritize Career Services • Centralize and prioritize advising for freshmen and sophomores • Standardize advising for juniors and seniors
<p>General Themes</p>	<ul style="list-style-type: none"> • Implement tactics to set students up for success • Ensure access to basic student data available to facilitate advising • Enhance and leverage the UNC Mobile application • Embrace options as a Hispanic Serving Institution and First Generation College Student focused university • Provide faculty professional development to better understand current students • Deliver more coping strategies to students

WHAT WE WERE ASKED TO DO

EXECUTIVE SUMMARY

The objective of the project is to perform an organizational and operational assessment of administrative functions to allow the campus to focus on more effectively serving students.

UNC developed the Strategic Enrollment and Student Success (SESS) plan to improve student retention and four-year graduation rates. We must invest additional effort in activities that support these improvements. Our budgetary constraints require us to achieve these improvements without additional resources. To accomplish our goals, we must optimize and reallocate our current efforts and resources.

The following units comprise the scope of the O&OA Project:

Primary Units:

- **Academic Affairs (AA)**
- **Student Affairs (SA)**
- **University Advancement (UA)**

Related Administrative Support Units*

- **Institutional Reporting and Analysis Services (IR)**
- **Information Technology (IT)**

The O&OAP utilized several means of data capture and analysis:

- **Interviews with key leaders and individuals** across our scope;
- **Group discussions** with persons at all levels within **Student Affairs and Academic Affairs**;
- **Business Process Design analysis** of processes identified as onerous in our interview feedback;
- **Spans and Layers analysis** and an
- **Activity Assessment Survey** of ~575 employees in scope about their administrative work activities;

**Units included in the analysis to the extent that they support or engage with academic and student affairs-related activities..*

WHAT WE RECOMMEND

EXECUTIVE SUMMARY

Overall our Organizational and Operational Assessment Project recommendations span four categories:

- I. Implement change leadership methodology to foster trust throughout the organization
- II. Reimagine enterprise-level administrative and transactional work to improve accuracy, service, and compliance
- III. Realign functions within divisions to increase effectiveness
- IV. Reinforce SESS to deliver strategic results

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SESS PRIORITIES 1 & 2

ACTION TEAMS 1 & 2

WHAT WE LEARNED

SUMMARY OF ACTIVITY ASSESSMENT ANALYSIS

Duplication of effort currently exists across several units among our survey respondents. The table below illustrates the areas of greatest opportunity for consolidation of work and streamlining of effort.

Functional Area	Primary Activity	Issue/Action
<i>Enrollment Management</i>	<ul style="list-style-type: none"> Student Recruitment and Admissions 	<ul style="list-style-type: none"> Recruitment is owned by Academic Affairs with a designated \$570.0K and 10.7 FTE University Advancement and Student Affairs currently spending \$81.1K via 1.3 FTE on Student Recruitment and Admissions

ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS - REINFORCE – SESS PRIORITY #1

Opportunities exist for UNC to consolidate its admissions operations, particularly for undergraduate admissions. The gained efficiencies can be leveraged to add/redeploy admissions counselors in support of SESS Priority #1.



Data Sources



Timeline



Area	Primary Unit	Current Expense	Current Effort (FTE)	Potential Expense Benefit ¹	Potential Effort Benefit ¹
Consolidate Admissions Into Enrollment Management <ul style="list-style-type: none"> Undergraduate Graduate International 	Academic Affairs	\$507.1K \$184.2K \$ 63.0K	10.2 3.4 1.3	\$57K - \$114K ²	1-2 FTEs ²
Add/Redeploy Admissions Counselors	Academic Affairs	-	-	-	N/A (+3 new FTEs)

1. Projected benefits are 10-20% of current expense and effort.
2. Projected benefits based only on undergraduate expense and effort.

ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS - REINFORCE – SESS PRIORITY #1

A student-to-staff ratio comparison with peer institutions supports ~13 FTE of Admissions Recruitment staff, including the filling of currently vacant positions

	UNC	Colorado Mesa	CSU – Fort Collins	Metro State	CU-Boulder	CU-Colorado Springs	CU-Denver	University of Denver	Wyoming	Northern Arizona	Peer Average
Applied (FTFT) ⁴	7,481	6,982	23,137	11,435	36,149	9,909	11,373	19,904	4,306	36,875	16,757
Enrolled (FTFT) ⁴	2,133	1,787	4,969	2,113	6,462	1,925	1,409	1,483	1,684	5,261	2,923
Recruitment Staff	10 ¹	15	20	9	28	14	27	19	13	28	18
Operations staff ^{2,3}	10 ²	3	-	-	16	9	-	6	11	-	9
FTFT Students: All Staff	107	99	249	235	147	84	52	59	70	188	129
Students: Recruitment Staff	213	119	248	235	231	138	52	78	130	188	163
Students: Operations Staff ³	213	596	-	-	404	214	-	247	153	-	304

■ UNC ratio exceeds peer average ("under-staffed")
 ■ UNC ratio is below peer average ("over-staffed")

While Admissions Operations appears to be overstaffed, it is important to recall that UNC is implementing and adopting Slate, a new Admissions CRM tool that requires a lot of this team's time in the early stages of adoption.

1. The 10 staff at UNC is reflective of seven full-time positions and three vacant positions (one regional admissions counselors and two admissions counselors).
2. Operations staff includes staff responsible for technology, application processing, communications and campus visits.
3. Blank cells reflect values that Huron was unable to gather through website research.
4. Data values based on 2017-18 Common Data Set.

ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS - REINFORCE – SESS PRIORITY #1

SESS Priority #1 does not emphasize international student recruitment, yet there is organizational emphasis on it.



Data Sources



Timeline



Area	Primary Unit	Current Student Count	Details
Clarify Enrollment Strategy for International Students/CIE	Academic Affairs	380	Some interviews pointed to potential opportunities for international enrollment growth, including substantive increases in net tuition revenue.

CIE Exec. Dir. asserts UNC reaps \$30-35K in gross revenue for each newly enrolled international student and can grow from 380 to 500 by 2022 and to 1,000 by 2024

ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS - REINFORCE – SESS PRIORITY #2

By clarifying the organizational ownership of SESS Priority #2 and improving the efficiency of some registrar office functions, UNC should consider the development of a Transfer Enrollment Center, a leading practice model in higher education



Data Sources



Timeline



Area	Primary Unit	Current Expense	Current Effort (FTE)	Potential Expense Benefit ¹	Potential Effort Benefit ¹
Clarify SESS Priority #2 Organizational Ownership	Academic Affairs	-	-	-	-
Consolidate Registrar's Office Functions (Graduate, Undergraduate, & Int'l)	Academic Affairs	\$376.7K	8.6	\$35K - \$70K	1-2 FTEs
Explore Creation of a Leading Practice Transfer Enrollment Center	Academic Affairs	N/A	N/A	N/A	N/A (+2-3 FTEs)

1. Projected benefits are 10-20% of current expense and effort.

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SESS PRIORITIES 3 & 4

ACTION TEAMS 3 & 4

ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS - REINFORCE – SESS PRIORITIES #3 & #4

In many universities the work related to SESS Priorities #3 and #4 is organizationally linked. Additional investments in these core functional areas is likely required to make substantive progress with the metrics identified in the SESS Plan.



Data Sources



Timeline



Area	Primary Unit	Current Expense	Current Effort (FTE)	Details
Centralize and Prioritize Advising for Freshmen & Sophomores	Academic Affairs	(SA) \$100.0K (AA) \$606.8K	2.0 11.8	Develop proactive and intrusive advising efforts
Standardize Advising for Juniors & Seniors	Academic Affairs	\$609.0K	11.9	Create standard systems, data, and processes to align with school-based organization
Total		\$1.53M	30.0	

1. Projected benefits are 10-20% of current expense and effort.

ORGANIZATIONAL ASSESSMENT

RECOMMENDATIONS - REINFORCE – OTHER THEMES

Additional non-organizational and operational themes emerged in our interviews and group discussions where if addressed will enable UNC to better serve students. These items directly relate to implementation of SESS priorities.



Data Sources



Timeline



Area	Details
Implement tactics that set students up for success	<ul style="list-style-type: none"> (i) Offer advising and courses in the summer, (ii) Stop admitting students up until classes start, (iii) Provide more English language support for non-fluent admits, (iv) Provide more financial aid and financial literacy counseling, and (v) Give faster feedback to transfer students about course credit receipt
Ensure access to basic student data exists for all academic advisors	Set standard criteria (major, academic standing, course schedule, etc.) all advisors can access
Enhance and leverage the UNC Mobile application (limited features currently: campus map, dining menu, etc.)	Create product roadmap to guide future development, add features/functionality, and use to better serve current students and alumni