

UC Davis Policy and Procedure Manual

Chapter 200, Campus Organization and Management

Section 30, Administrative Reviews

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Responsible Department: Organizational Excellence

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I. Purpose

- A. This section defines the policy for formal review of administrative units in order to assess overall performance and enhance the efficiency and effectiveness of administrative practices in support of the University's mission of teaching, research, and public service.
- B. This policy applies to all administrative units, including academic support and student services units, within the purview of the Office of the Chancellor/Office of the Provost, the Vice Chancellors, the Vice Provosts, and the Dean—Graduate Studies (referred to as senior administrators).

II. Policy

- A. Senior administrators and their management teams have responsibility for ensuring that unit goals are defined, agreed upon, and met; and that units are operating effectively and efficiently, by calling for appropriate reviews periodically.
- B. Senior administrators must provide an annual report to the Chancellor and Provost that identifies the top-level strategic and service improvement goals for departments under their purview.
- C. Senior administrators must ensure that each administrative unit receives a comprehensive administrative review at least once every five years, evaluating the strategies, efficiency, and service level of operations.

III. Review Requirements

- A. Unit reviews might address the following:
 - 1. Mission and goals

Confirm that the unit has appropriate mission and vision statements, accompanied by achievable goals that are supportive of, and in alignment with, the campus mission; and that managers and employees clearly understand and carry out their mission, vision, and goals.
 - 2. Planning
 - a. Confirm that there is a short- and long-term planning process that helps the unit anticipate and effectively respond to changes in internal and external environments including budget constraints, technology developments, regulatory requirements, and directions being taken by peer organizations.
 - b. The planning process should also include methodology for assessing and improving the unit's performance.
 - 3. Resource management

Consider whether resources available to the unit are used efficiently and effectively to meet unit and campus goals customer needs, and whether changes in the level of resources available to the unit may be warranted by changes in the unit's mission, its internal business practices, or the level and types of services required from the unit by campus and external customers.

4. Service delivery
Examine the customer feedback processes that the unit uses to learn about the needs and expectations of groups for which they provide services, the satisfaction levels of these groups, and how the unit responds to feedback and uses the information to modify service delivery.
 5. Communication
Ensure that effective communication strategies are in place to meet the needs of customers and unit employees.
 6. Workplace climate
Examine efforts to build and maintain an environment conducive to excellence, engagement, continuous process improvement, appreciation of diversity, and personal and organizational growth.
 7. Policies, practices, and processes
 - a. Assess the unit's practices to determine whether they are consistent with the unit's mission, vision and goals, and with systemwide and campus policies.
 - b. Examine how the unit's administrative, support, and operational processes are developed, managed, and continuously improved, identifying processes that could be shortened or eliminated, procedures that could be streamlined, practices that could be revisited, additional training that might be provided, and/or technology that could be introduced to increase unit efficiency and effectiveness.
- B. Review structure and format
1. The senior administrator will determine the specific form of the review based on the circumstances within the unit to be reviewed, the review objectives, and resources available for the review.
 2. A review should incorporate an external dimension that includes comparable performance indicators, consulting peers or consultants outside the campus who are familiar with comparable institutions and can provide reliable performance criteria, or inviting reviewers outside the unit to conduct or assist with the review.
 3. A review should include the opportunity for significant customer and employee input (e.g., surveys, focus groups, participation on review teams) on the quality, effectiveness, efficiency, and work climate of the unit.
 4. The unit manager should communicate with unit employees regarding the status and preliminary findings of the review and provide an opportunity for employee feedback and discussion.
- C. Waiver of review
- Senior administrators may seek a waiver of formal review of units from the Chancellor and Provost if senior administrators and managers are able to demonstrate that a unit is meeting the criteria outlined in III.A, above.
- D. Reports
1. Administrative review reports
 - a. The unit manager or the chair of the administrative unit review team will summarize review findings and recommendations in a report to the senior administrator.
 - b. The senior administrator or designee will assure that appropriate actions are taken

in response to the report.

2. Annual reports

Each senior administrator must provide a report to the Chancellor and the Provost, including the following, by May 1 of each year:

- a. Progress made on achieving review goals from previous years, including a list of strategic and service improvements.
- b. Administrative reviews planned for the next fiscal year.
- c. Units for which a waiver of administrative review is requested.

IV. Further Information

For additional information on annual reports and administrative reviews, or for assistance in conducting administrative reviews, contact Organizational Excellence; 530-752-6019; oe.ucdavis.edu.