BUILDING A CULTURE OF HIGH PERFORMANCE, ACCOUNTABILITY & CONTINUOUS IMPROVEMENT
WHY CHANGE? WHY NOW?

CHALLENGES

- Higher Ed Climate
- Relevance
- Disruption
- Value of Higher Ed
- Return on Investment
- Accountability
- Performance Funding
WHY CHANGE? WHY NOW?

CORE MISSION

OUR BOTTOM LINE IN TERMS OF ACCOUNTABILITY IS STUDENT SUCCESS.
WHY CAR...NOW?

UNIVERSITY SYSTEM OF GEORGIA
COMPREHENSIVE ADMINISTRATIVE REVIEW

“The time is right for the university system to look in the mirror. A comprehensive examination of how the System and the institutions are administered in light of the new realities in higher education will help ensure we are fulfilling our mission today and tomorrow.”

- CHANCELLOR STEVE WRIGLEY
FURTHER THE MISSION
Develop model organizational structures and processes that will consistently enhance our ability to further the teaching, research, and service mission of the University System.

SUSTAINABILITY
Develop and implement a sustainable 21st-century operational model in a multi-campus diverse University System.

ENHANCEMENT
Identify recommendations that would enhance administrative effectiveness, efficiency, and execution at all levels of the organization.

CORE FUNCTIONS
Identify administrative cost savings that can be redirected into the System’s core functions of teaching, research, and service.
CAR PROCESS

26 INSTITUTIONS & SYSTEM OFFICE

KICKOFF INTERVIEWS

DATA COLLECTION, SURVEYS & ANALYSIS

INTERVIEWS & FOCUS GROUPS

REPORT DEVELOPMENT & CONFIRMATION
Institutional Assessment Report Templates

**Organizational Overview**
Employees and financials

**Benchmarking**
Peers and sector

**Spans & Layers**
Levels and average number of direct reports

**Activity Assessment**
Time allocated by function

**Opportunity Identification**
Leveraging scale and expertise; addressing required improvements

**Opportunities**
Institution-specific and USG-wide
INSTITUTIONAL RESPONSE

DEEPER ASSESSMENT/ANALYSIS & DEVELOPMENT OF AN INSTITUTIONAL ACTION PLAN RESPONSE

ACTION PLAN RESPONSE TEAM
CROSS-DIVISIONAL LEADERSHIP

CHARGE ONE
Identify action steps to address identified issues and/or confirm strategic and effective use of organizational structure and function.

CHARGE TWO
Assess identified spans and layers opportunities.

CHARGE THREE
Assess potential duplication of effort related to functions/processes.

CHARGE FOUR
Provide recommendations to president – including organizational modification, process re-engineering, and/or reallocation of effort.
GOALS OF INSTITUTIONAL ACTION PLANS

STUDENT SERVICES
A redirection of realized savings to direct instruction and/or student support services.

OPERATIONAL GROWTH
Organizational and/or process improvement resulting in realized savings or sustained operational growth.

SAVINGS TO STUDENTS
Realized savings resulting in direct cost reduction to students (tuition or fee reduction).
CAR INSTITUTIONAL & SYSTEM REPORTING

PROJECT TRACKER A (IDENTIFIED SAVINGS) AND TRACKER B (APPLICATION OF SAVINGS) – COMPLETED WITH ACTION PLAN

BOR – SYSTEM BUDGET NARRATIVE AND BUDGET HEARING – ANNUAL UPDATES AND ASSESSMENT OF RESULTS
CAR ACTION PLAN RESULTS

APPROVED PLANS
AS OF SEPTEMBER 2019

- 15 INSTITUTIONS & USO
- $45.8M IN REDIRECTED SAVINGS
- OVER 400 POSITIONS ELIMINATED
- 11 REMAINING INSTITUTIONS SET FOR FALL 2019
CAR ACTION PLAN RESULTS

USE OF CAR REDIRECTED SAVINGS

INCREASE RESOURCES
Increase instructional resources, e.g., 40 new faculty will be hired at one institution to ensure students can take a full load and graduate on time at less expense.

ENHANCE SUCCESS
Enhance and expand student success programs and services.

STREAMLINE
Streamline and improve administrative efficiency.

CONTINUITY OF SERVICES
Supplant reduced enrollment-driven revenue, e.g., covering faculty costs previously covered by online tuition revenue after online tuition charges were reduced.

REDUCE STUDENT DEBT
$2M invested by USO on system-wide financial literacy initiative aimed at reducing student debt.
USG-WIDE CAR PROJECTS

THROUGH FY25

Continue Momentum Approach Implementation

Implement USG Strategic Plan & Core (once approved)

Regionalized/centralized financial aid services (ease student transfer and implement centralized portal)

Implement HR System to improve HR Management

Assess and implement new enterprise system (improve student experience, reduce administrative burden, and more effectively secure our system)
VIEW FROM AN INSTITUTIONAL LEVEL
OUR GUIDING PRINCIPLES

STUDENT SUCCESS
Georgia Southern’s primary mission is to foster student learning, positioning our students to graduate and continue in their successes. During the CAR review process, it is our priority to ensure that we are optimally organized for student success.

HUMAN CAPITAL
Our greatest resources are the faculty and staff who teach and support students and their learning environments. To promote student success, we must invest in professional development for these resources.

FISCAL STEWARDSHIP
It is our responsibility to use all resources efficiently, placing priority on achieving the two principles listed above. Where possible, savings should be used to reduce costs for students.
OUR PROCESS

UNIFIED SAVINGS
Aligned CAR and Budget
Redirection Initiatives

PRIORITIZED SAVINGS
Assessed identified savings
to determine prioritization

IDENTIFIED ACTIONS
Phase I implementations
Identified as actions for FY20
OUR RESULTS

PHASE I IMPACT – PROJECT TRACKER A

$19,722,742
TOTAL PHASE I IMPACT

136
TOTAL ACTIONS IN
PROJECT TRACKER A

154
POSITIONS IDENTIFIED
FOR REDIRECTION OR
ELIMINATION
OUR ORGANIZATION

PHASE I REORGANIZATIONS & REALIGNMENTS

CENTRALIZE MULTI-CAMPUS LEADERSHIP

CREATE AN ENROLLMENT SERVICES CENTER

CENTRALIZE ADVISEMENT

CENTRALIZE SERVICE FUNCTIONS

CENTRALIZE FOUNDATION ACCOUNTING

REALIGN PERSONNEL & OPERATIONS
OPPORTUNITIES

PHASE II & III ASSESSMENTS & OPPORTUNITIES

- CENTRALIZE CAMPUS EVENTS & PLANNING
- ASSESS BUDGET MANAGEMENT FUNCTIONS & OPTIMIZATION
- ASSESS ADMINISTRATIVE SUPPORT FUNCTIONS & OPTIMIZATION
- ASSESS HUMAN RESOURCES SUPPORT FUNCTIONS & OPTIMIZATION
CULTURE OF HIGH PERFORMANCE...

PERFORMANCE EXCELLENCE

So... how do we engage an institution in transformational change? How do we make sure accountability – efficiency and effectiveness – become culture?
TRANSFORMATIONAL CHANGE

ESSENTIAL INGREDIENTS

SENSE OF URGENCY

COMMITTED SENIOR LEADERSHIP

STRATEGIC PLAN

VISION & MISSION

COMMITMENT TO TRANSPARENCY IN ALL PROCESSES

COMMITMENT TO ACTIVE COMMUNICATION

ACCOUNTABILITY & CONSEQUENCES

COMMITMENT TO CELEBRATE & FUND SUCCESS

ACCOUNTABILITY & CONSEQUENCES
PERFORMANCE EXCELLENCE

WHY INVEST IN OUR PEOPLE?

I BELIEVE THAT AN ENGAGED FACULTY AND STAFF IS CRITICAL TO CREATING AN ENVIRONMENT IN WHICH STUDENTS CAN SUCCEED, INSIDE THE CLASSROOM AND IN LIFE.

TO CREATE ENGAGEMENT, WE NEED TO ENSURE THAT ALL CONTRIBUTORS UNDERSTAND THEIR VALUE AND CONTRIBUTION TO THE WHOLE.
BECAUSE CULTURE IS THE KEY...

PERFORMANCE EXCELLENCE

... is a cultural transformative movement that promotes an environment in which all individuals know and own their roles and responsibilities in achieving the aspirational vision of Georgia Southern University.
EMBEDDING OUR CULTURE

SO THAT EVERYONE KNOWS...

WHAT TO DO
WHY WE ARE DOING IT
WHAT WE WANT TO ACCOMPLISH
EVERYONE IS ENGAGED IN FINDING SOLUTIONS.

PEOPLE - PURPOSE - ACTION
GROWING OURSELVES TO GROW OTHERS!
“If you want to change, you have to be willing to be uncomfortable.”

ZIG ZIGLAR
CHALLENGES

WHAT MAKES THIS DIFFICULT?

THE TRUTH:

IT’S DIFFICULT. IT’S MESSY.

WE WON’T BE PERFECT ALONG THE WAY.

CHANGE | CULTURE | IMPROVEMENT

MEANINGFUL TRANSFORMATION
HOW DID WE BUILD ENGAGEMENT?
PERFORMANCE EXCELLENCE

PIECES & PARTS

NEED
To build engagement through active participation and change.

SOLUTION
Team structures (communication, KPIs, assessments, etc.).

NEED
To provide contributors the opportunity to share perspectives and be heard.

SOLUTION
Annual employee engagement survey.

NEED
Chance for division, college and dept. leaders to engage with teams, show willingness to listen and improve.

SOLUTION
Roll out survey results and develop action plans.

NEED
To recognize and reward excellence and to build a culture of peer recognition.

SOLUTION
Employee reward and recognition program.

NEED
To engage leaders in growing themselves in order to grow others.

SOLUTION
Leadership Development Institute (LDI).
**Performance Excellence**

**Pieces & Parts**

**NEED**
To communicate specific outcomes/goals, demonstrate senior leadership transparency, and to model accountability.

**SOLUTION**
Senior Leadership Scorecards.

**NEED**
To show that we are willing to "put our money where our mouth is."

**SOLUTION**
Transparent/engaged budget process.

**NEED**
Align institutional goals with unit/departmental goals, accountability; method for individual contributors to own roles and responsibilities.

**SOLUTION**
Alignment of unit/departmental goals with institutional strategic plan.

**NEED**
Leaders at all levels to better understand themselves, their personality traits, and preferences; how to work with others who are dissimilar.

**SOLUTION**
Golden personality assessments and individual leadership development.

**NEED**
To encourage individual growth and hold each other accountable.

**SOLUTION**
Cross-mentoring groups.
PHASES OF ORGANIZATIONAL CHANGE

THE HONEYMOON
- Sense of excitement
- Write “to do” list
- Things will get better (hope)
- Quick fixes are implemented
- Team in place
- Some skeptics
- Overall lots of enthusiasm

REALITY SETS IN
- We/they
- Inconsistency apparent
- Bigger challenge, more work than thought
- This will impact me—change for all
- Some are getting it, faster
- Some are not (and may not)

UNCOMFORTABLE GAP
- Performance gap is evident
- Tougher decisions must be made
- Process improvement increases due to accountability and skill level
- Inconsistencies obvious that if not fixed, will halt progress sending organization backwards

CONSISTENCY
- High-performing results
- Everyone understands the keys to success
- Disciplined people and disciplined processes displayed in organization
- Proactive leadership
THE GAP IS INTOLERABLE

GAP IS UNCOMFORTABLE
RESULTS DECLINE

LOOK FAMILIAR?

GAP IS UNCOMFORTABLE

GAP IS INTOLERABLE

RESULTS DECLINE

GEORGIA SOUTHERN UNIVERSITY
HOW DO WE GET THERE?

A CONTINUAL PROCESS OF COMMUNICATING THE “WHY”

Embrace disruption and remember these efforts are to continuously improve, to transform lives, enduring this journey to grow ourselves and to grow others!
ALIGNMENT

THIS YEAR, OUR LEADERSHIP CHALLENGE IS TO MODEL AND COMMUNICATE HOW ALL OF THIS FITS TOGETHER.

COMMUNICATE

THIS IS THE WAY WE DO WHAT WE DO—NOT AN ADDITION TO WHAT WE DO. WE MUST EMBED ALL OF THIS IN THE NORMAL LIFE OF THE ORGANIZATION.
ALL FACETS OF THE PLAN WORK TOGETHER

PEOPLE. PURPOSE. ACTION: Growing ourselves to grow others!

Community Engagement
Teaching and Research
Inclusive Excellence
Operational Efficiency, Effectiveness and Sustainability
Student Success
Collaboration
Sustainability
Inclusion
Integrity
Excellence
Innovation
WHAT DOES “PERFORMANCE EXCELLENCE” LOOK LIKE?

COMMITMENT TO EXCELLENCE
Define what success looks like while living out values

MEASURE THE IMPORTANT THINGS
Objectively assess the current status and track progress toward goals

BUILD A CULTURE OF SERVICE
Ensure high-quality outcomes within a caring environment for colleagues, students and community

CREATE AND DEVELOP FUTURE LEADERS
Make leadership development a priority and identify advancement paths for your faculty and staff
WHAT DOES “PERFORMANCE EXCELLENCE” LOOK LIKE?

1. FOCUS ON FACULTY/STAFF ENGAGEMENT & SATISFACTION
   - Give opportunities for input

2. BUILD INDIVIDUAL ACCOUNTABILITY
   - Align individual goals and measures to those of unit, division, and institution

3. ALIGN BEHAVIORS WITH GOALS & VALUES
   - Define annual outcomes and transparency with scorecards

4. COMMUNICATE AT ALL LEVELS
   - Show why, then describe what and how

5. RECOGNIZE & REWARD SUCCESS
   - Invest in individual and team success recognizing behavior and results

GEORGIA SOUTHERN UNIVERSITY
THE ULTIMATE WHY

AT GEORGIA SOUTHERN UNIVERSITY, WE BELIEVE THAT AN ENGAGED FACULTY AND STAFF IS CRITICAL TO CREATING AN ENVIRONMENT IN WHICH STUDENTS CAN SUCCEED, INSIDE THE CLASSROOM AND IN LIFE.

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GROWING OURSELVES TO GROW OTHERS!

STUDENT SUCCESS!
QUESTIONS?