To the Georgia Tech faculty and staff:

Last October, the University System of Georgia (USG) initiated the **Comprehensive Administrative Review (CAR)** for all its 26 campuses. **Georgia Tech was included in the first round of institutions.** This examination of the administrative practices, policies, and processes of every institution in the USG is a top priority for the System and Georgia Tech. Between November 2017 and February 2018, more than 3,500 Georgia Tech employees provided input to the CAR through surveys, interviews, and focus groups.

In the late spring we received an initial report with the results of the assessment, which indicated practices that are working well and also identified opportunities for Georgia Tech to make local improvements. We are now ready to launch our Institute-specific CAR action planning and implementation process. This presents a tremendous opportunity for us to address administrative and process challenges and identify ways to streamline our operations and improve efficiency.

Consistent with the USG and colleges and universities participating in this process, we have formed two groups: an executive-level decision group and a working group. These two groups will play a key role in identifying and taking action to address and implement the results of the assessment. These groups are intentionally small, with the expectation that they will interact and collaborate with people and units across the Institute.

**The Working Group**
The working group will examine the data collected by USG, work closely with unit management and staff where opportunities for improvements were indicated, and make recommendations to the decision group. Members of the working group are:

- Sandi Bramblett, assistant vice president, Institutional Research and Planning
- Rusty Edwards, director of finance and administration, College of Engineering
- Robert Foy, senior director, Institute Finance Support Team
- Juanita Hicks, deputy director, Georgia Tech Human Resources
- Mia Reini, director of Enterprise Risk Management

**The Decision Group**
The decision group, led by me, will be engaged over the next several months to review and consider the analysis and recommendations of the working group and determine how Georgia Tech can best proceed. Members of the decision group are:

- G.P. “Bud” Peterson, president
- Rafael L. Bras, provost and executive vice president for Academic Affairs
- Chaouki Abdallah, executive vice president for Research
Jim Fortner, interim executive vice president, Administration and Finance
Maryam Alavi, dean, Scheller College of Business
Tina Clonts, Staff Council representative
Joe Hughes, Faculty Senate representative

The Process
The high-level process to define the plan of action is expected to take between 18 and 24 weeks and is designed as follows.

1. Members of the decision group and working groups are identified (complete)
2. Working group performs deeper analysis of the data (7-9 weeks)
3. Working group reviews and discusses its conclusions with Georgia Tech leaders (6-8 weeks)
4. Decision group reviews and makes its recommendations (2-3 weeks)
5. University System of Georgia reviews recommendations; directs Georgia Tech to begin implementation (2-3 weeks)
6. Georgia Tech leaders lead implementation (ongoing)

High-Level Results of the Assessment
As noted in the process above, the groups will examine more closely the results of the assessment. While the report provides helpful information, a more detailed analysis will be needed.

- Spans of Control and Organizational Layers – Although there is no “right size” that fits all organizations, too many or too few spans or layers can affect organizational and operational effectiveness. Georgia Tech has 11 layers of administrative staff hierarchy (levels of reporting) in our structure. Our spans of control average 3.7 employees for every supervisor. In both spans and layers, the guideline is about 6-8 (direct reports and organizational layers). The working group will need to more closely examine each layer and areas where span of control is higher or lower than recommended.

- Alignment and Distribution of Administrative Functions – The results showed how similar work is performed both in the units across campus and also within centralized functions. Three key areas noted were information technology, communications, and human resources. A detailed review of sub-divisions and departments will focus in these areas to determine if efforts are misaligned, duplicative, or if the division of labor is intentional and supportive of the Institute’s mission and strategy.

- Best in Class and Room for Improvement – Select processes within information technology, communications, and human resources were noted for best-in-class operations. Other processes in human resources, purchasing and travel, and information technology were commonly identified as opportunities for improvement. The working group will discern these variations to determine where a positive impact can be made.

Throughout this process, the working and decision groups will engage with the leaders and subject matter experts across campus, and keep you informed about our progress. A website with more detailed information is under development; we will share the address in the Daily Digest next week. In the meantime, send questions or comments to the Georgia Tech Comprehensive Administrative Review inbox at askcar@gatech.edu.
Thank you in advance for your contributions to this System-wide initiative, which aligns well with our renewed focus on building a more robust culture of ethics and compliance. The timing is right for us to recognize our administrative challenges and lead the Institute to effective and efficient outcomes.