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October 26, 2017

Chair Rachael Goodhue
Davis Division of the Academic Senate

RE: Administrative Growth Task Force Report

Dear Rachael:

We write in response to your letter dated August 3, 2017, which included the Administrative Growth Task Force Report.

First, we would like to thank you and the members of the task force. The perspective of the Academic Senate is much appreciated, and our continued collaboration on matters of this nature is critical.

The report is extensive and there are many things for us to consider. There are, to be sure, challenges that accompany any study of this nature. For example, the selection of which year to use as the base year for comparison purposes matters a great deal, and changes in relatively small dollar amounts can create large percentage differences. However, those are more technical matters and do not impact the specific recommendations included in the report.

In response to the recommendations, we will take a number of actions as described below.

We are in the process of evaluating the benefits to be gained from joining either the Delaware Cost Study or the Academic Benchmarking Consortium. The Delaware Cost Study is a well-known, established association, while the Academic Benchmarking Consortium is a comparatively new group affiliated with the University of North Carolina Chapel Hill. Each one would provide us with benchmarking data for our administrative units so that we could more easily compare ourselves to similar educational institutions.

Second, we will expand the practice of having the Office of Internal Audit perform regular reviews of administrative units to improve our oversight of them. Presently, an audit occurs both in conjunction with the five-year reviews of deans and whenever there is a change in leadership at the dean, vice chancellor or vice provost level. This has proven an invaluable service that Internal Audit provides to the campus, and we will henceforth have them perform audits of all administrative units at five-year intervals even when there is no change in leadership. Furthermore, the assessment of the budget model by Ernst and Young may result in some recommendations related to how we manage budgets for central administrative units that would also be responsive to your recommendations.

UC Path bears mention, because the move to UC Path represents a transition to a true Human Resource Information System (HRIS) that will improve data reporting and analytics about our workforce and improve our ability to analyze staffing data on a more regular basis. In the

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meantime, Budget and Institutional Analysis will continue to review and report on the data that is provided by the Office of the President to ensure we are well informed about trends and routinely identify areas for further study.

Lastly, related to fees, as the report notes, there is faculty representation on the Course Material and Services Fee Committee and on the Council on Student Affairs and Fees. There are also faculty consultation requirements in place for the Professional Degree Supplemental Tuition and Self-Supporting Graduate Professional Degree Program charges for specific graduate professional programs. However, we have recently recognized a gap in ensuring a standard campus review and consultation process for fees that are considered "Miscellaneous Fees" and fall under the [UCOP Delegated Authority 2559](#). To address this issue, we have asked Budget and Institutional Analysis to revise and expand the current campus policy and process used to review Course Materials and Service Fee proposals, which fall under the same policy, to include the review of all new miscellaneous fee proposals. This will provide a transparent forum for faculty and students to review and comment on these fees, as they do all other types of campus fees. Effective immediately, any new miscellaneous fee proposal will be reviewed by this committee, even as we revise the campus policy over the coming months.

Sincerely,



Gary S. May
Chancellor



Ralph J. Hexter
Provost and Executive Vice Chancellor

c: Associate Chancellor Karl Engelbach
Interim Leader Ratliff