

Administrative Activities Review (AAR) Guidelines

Due by August 6, 2018

The review is an opportunity for your unit to reflect on its mission, the services you provide, your strengths and challenges, and your future plans. It will be used to inform decisions about resource allocations across the campus. This document should be used as a guideline and you should address only the sections that are applicable to your unit.

Board of Trustees

I. Basic Facts and Description of the Unit.

a. **Mission and goals.** Describe your unit's mission/role on campus and its near-term/long-term goals.

- Host and administratively support The University of Akron's Board of Trustees in the performance of its duties.
- Accommodate the official and logistical requirements and preferences of nine voting trustees, two student trustees and advisory trustees in meeting the fiduciary obligations of the Board according to Ohio Revised Code regulations and University Rules.
- On behalf of the Board work in close liaison with University administration, campus constituencies, community stakeholders and appropriate State of Ohio government agencies.

NEAR-TERM GOALS:

- Efficiently conduct six regular meeting cycles per year plus special Board meetings, committee meetings, information sessions and retreats.
- Accommodate priorities of the incoming Board Chair.
- Continue to serve as the central organization point for all proposed Board actions and information reports from the University's administration while identifying potential efficiency improvements for possible implementation.
- Ensure compliance with applicable Ohio Revised Code and University Rules with respect to public meetings of the Board of Trustees and records of same.

- Provide information, references and context upon request to the Trustees, Board Secretary and Assistant Secretary, and other members of the University's administration as appropriate.

LONG-TERM GOALS:

- Ensure that the Board receives outstanding support as it selects a new President of The University of Akron and, subsequently, appoints a new Executive Vice President/Chief Academic Officer.
 - Support continued positive momentum during the transition of duties to a new Board Chair, as well as a new President and a new Executive Vice President/Chief Academic Officer.
 - Administratively support the entire Board of Trustees in its role as search committee, as well as the Presidential Advisory and Screening Committee and additional special committees of the Board that may be appointed in association with search efforts.
 - Coordinate with other administrative units that may contribute to the Board's search efforts.
 - Coordinate with the outside firm that is hired to assist the Board with presidential search efforts.
 - Support Board involvement in orientation of new senior administration as appropriate.
 - Improve efficiencies in the delivery of services to the Board.
- b. Services.** Describe the primary services provided by your unit, organizing them into major categories. Indicate how your unit prioritizes its services in terms of importance or effort. Describe the relative magnitude of the major categories (e.g., by department workload, students or customers served, revenue generated, etc.).

- For each primary service, describe the following:
 - **Critical partners.** List your key partnerships with other units inside and outside of the University. Note if there is overlap or duplication of services with other units at UA.
 - Board of Trustees.
 - Office of General Counsel, in particular General Counsel and Deputy General Counsel and the administrative support staff.
 - University administration and support staff.
 - **Customers or end-users of your services.** List your customers (e.g., departments, divisions, organizations/groups inside and outside of UA, etc.) or types of students served and include some indication of the relative volume of service provided to each.
 - Board of Trustees.
 - University administration, faculty, students and staff.
 - Regional stakeholders.
 - **Key performance analysis.** Present the most important metrics (in charts, tables, etc.) you track to measure performance. Provide the most recent three-to-five years of results, targets, and comparisons to peer institutions, as available. For every metric, provide the corresponding analysis, including a comment on important trends, conclusions, or insights drawn from the data.
 - Necessary preparations are completed and the meetings take place as scheduled.
 - **Brief assessment.** Highlight (in a couple of sentences) any noteworthy strengths, challenges, or opportunities.
 - Strengths.
 - Depth of experience.
 - Collaboration.

- Challenges.
 - Volume and timing of receipt of materials necessary for Board meetings.
 - Shifting of Board functions to administrative support staff and Office of General Counsel following the loss of Board Office professional.

ADMINISTRATIVE SUPPORT OF BOARD OF TRUSTEES MEETINGS:

Departmental Workload: 75-80%

Facilitation of the annual Board meeting cycle is the primary priority of the Office of the Board of Trustees.

This is a progressive and variable process that requires adaptability, collaboration and depth of background knowledge in order to effectively advance the administration's objectives while meeting mandated deadlines within legal requirements.

Primary services provided by the Office of the Board of Trustees:

- Compile and organize Board meeting materials, consisting of proposed actions and informational reports from senior administration, through four phases of production within each of six regular meeting cycles per fiscal year plus special Board meetings, committee meetings, information sessions and retreats.
 - Draft Board and committee agendas in consultation with the Secretary of the Board of Trustees and administrative liaisons, and facilitate pre-committee briefings with committee chairs as requested.
 - Provide preliminary file of materials for pre-Board review, discussion and modification as directed by the Secretary of the Board, President and senior administration.
 - Develop and organize approved Board meeting materials into tabbed binders for Trustees and senior administration; create electronic files of same for extended administrative staff and, ultimately, posting to Board of Trustees website.
 - Draft and provide in advance detailed meeting scripts for the Board Chair, committee chairs and Student Trustees.
 - Load and test on Board Room technology all electronic materials to be presented during committee and regular Board meetings.

- Post and issue legally required public meeting notices to journalists, administration, campus constituency groups, and physical staff; maintain meeting schedules on Board website.
- Accommodate physical requirements of Board meeting participants:
 - Reserve meeting-day parking for Trustees and guests.
 - Arrange for photographer and gifts for student/faculty presenters.
 - Coordinate catering setup with Aramark prior to meetings.
 - Reserve additional Student Union rooms as needed for meeting days.
- Participate in Board meetings:
 - Attend regular Board meetings and Board committee meetings to take notes, accommodate special requests or circumstances and ensure operation of multimedia, teleconference and recording equipment.
 - Retrieve all remaining materials from the Board table following the meeting and restore the Board table to readiness.
- Establish and maintain official records of Board meetings:
 - Number and print final resolutions for signature/seal of Board Secretary; provide signed/sealed copies to vice presidential units as necessary; log and maintain a complete file of same.
 - Produce detailed written minutes of regular and special Board of Trustees meetings for acceptance or amendment by the Board in public session of subsequent regular Board meeting.
 - Maintain audio files of Board committee meetings as official records.
 - Maintain and appropriately archive printed versions of final Board meeting materials and publish electronic versions of same on Board of Trustees website.

ADMINISTRATIVE SUPPORT OF TRUSTEES:

Departmental Workload: 5 - 15%

Priority: Variable as necessary to meet daily requirement.

Critical partners:

- Board of Trustees.
- Board Secretary.
- University administration and supporting staff.

Customers:

- Board of Trustees.
- University administration.
- State government agencies.

Key Performance Analysis Metric:

All regulatory reporting requirements and practical accommodations are fulfilled.

Brief Assessment.

Highlight (in a couple of sentences) any noteworthy strengths, challenges, or opportunities.

- Strengths.
 - Depth of knowledge and experience.
 - Collaboration.
- Challenges.
 - Scheduling Trustees for additional time commitments.
 - Increase in the volume of materials for each Board meeting and for Board search committees.
 - Increase in Board operation responsibilities being managed by the Board Secretary and the Board administrative support staff since the departure of a Board professional.
- Establish and maintain on file for each Trustee.
 - Appointment documentation and confirmation.
 - Contact information, photo, biographical information, dietary restrictions.
- Issue appropriate campus parking pass to incoming Trustees.
- Frame, caption and hang each Trustee's portrait in Board suite.
- Work with webmaster to update Trustee information on Board of Trustees website as needed.
- Communicate directly with Board members via phone and email regarding scheduling considerations outside of annual cycle dates.
- Record and report Trustees' attendance at regular and special Board meetings to the Ohio Department of Higher Education per Ohio Revised Code.
- Maintain log of Board Chair's time statistics for University Director of Treasury Services.

- Track Trustee committee service.
- Ensure that all voting Trustees submit an annual financial disclosure to the Ohio Ethics Commission by the due date in May.
- Provide meeting materials in advance of Faculty Senate and University Council meetings to appropriate Trustee liaisons.
- Maintain Trustee regalia and accommodate Trustee participation in stage party at commencement ceremonies.
- Maintain Association of Governing Boards membership list.
- Complete registrations and travel arrangements for annual Trustee conferences; document and reconcile expenses appropriately.
- Accommodate Trustees' parking arrangements and confirmations as needed for campus involvement.
- Accommodate special requests; research and provide information as appropriate.

ADMINISTRATIVE SUPPORT OF DEPARTMENT, BOARD SECRETARY, ASSISTANT BOARD SECRETARY AND SENIOR ADMINISTRATION:

Departmental Workload: 10-20%

Priority: Variable as necessary to meet daily requirement.

Critical partners:

- University administration and supporting staff.

Customers:

- Board of Trustees.
- Board Secretary.
- University administration.

Key Performance Analysis Metric:

All Board/University requirements and practical accommodations are fulfilled.

Brief Assessment:

- Strengths.
 - Depth of knowledge and experience.
 - Collaboration.

- Challenges.
 - Volume and timing.
 - Scheduling of Trustees for additional time commitments.
 - Increase in Board operation responsibilities being managed by the Board Secretary and the Board administrative support staff since the departure of a Board professional.

Duties include:

- Ensure efficient flow of communication between Board and administration on all Board-related information as appropriate.
 - Communicate directly with members of the administration regarding scheduling considerations outside of annual meeting cycle dates.
 - Facilitate additional activities of the Board and administration in coordination with other contributors (e.g. non-quorum meetings, search committee work).
 - Prepare materials for, and coordinate regularly occurring Board actions, including:
 - Schedule of regular Board and committee meetings for coming fiscal year' in consultation with the Board Secretary and the President's assistant.
 - Notice of committee appointments by Board Chair at start of, and throughout fiscal year.
 - Semi-annual Audit & Compliance Committee meetings in December and June.
 - Annual meeting of Nominating Committee in May.
 - Receipt of signed faculty certificates of appointment.
 - Appreciation to outgoing Board members.
 - Research past Board actions/practices as requested to inform current strategies.
 - Carry out appropriate departmental financial transactions and maintain records of same according to University policy and system schedules; run, review and file monthly budget reports; participate in annual budget planning process as requested.
 - Maintain general office operations including reception of visitors, filing, supplies and equipment, custodial coordination, etc.
- c. Resources.** Describe your resources as outlined below. Highlight (in a couple of sentences) any noteworthy strengths, challenges, or opportunities related to your resource allocation.

- **Personnel.** Include an organizational chart of your unit, supplemented with a table that includes titles, a short description of the key functions of each position-type, and the number of people in each position-type (including number of FTEs, if applicable). (The appendix should include an org chart showing how your unit fits into the larger University structure.)
 - Coordinator, Office of the Board of Trustees.

- **Financials.** Provide a line-item summary of the unit’s budgeted and actual expenses (and revenues, if applicable) over the past five years. Briefly explain key takeaways (e.g., causes of budget deficits, trends in expenditures).

| | BOT Personnel Budgeted | BOT Personnel Actual | BOT Operating Budgeted | BOT Operating Actual |
|-----------|---------------------------|-------------------------|---------------------------|-------------------------|
| FY2012-13 | 198,793 | 263,863 ¹ | 178,000 | 139,787 |
| FY2013-14 | 204,766 | 291,876 ² | 178,000 | 128,565 |
| FY2014-15 | 204,766 | 305,862 ³ | 140,000 | 112,543 |
| FY2015-16 | 235,330 | 328,664 ⁴ | 140,000 | 152,171 |
| FY2016-17 | 54,330 | 96,611 ⁵ | 140,000 | 48,496 |

¹ Increase in personnel budget due to staff overtime; fringe benefits and vacation/salary adjustments

² Increase in personnel budget due to part-time staff assistant; staff overtime; graduate assistant; fringe benefits; and vacation/salary adjustments

³ Increase in personnel budget due to staff overtime; graduate assistant; fringe benefits; and vacation/salary adjustments

⁴ Increase in personnel budget due to staff overtime; fringe benefits; and vacation/salary adjustments

⁵ Increase in personnel budget due to staff overtime; fringe benefits; and vacation/salary adjustments

Note: Staff overtime has increased and is essential for the proper function of the office due to loss of full-time Board professional and staff assistant

- **Equipment and technology.** If applicable, describe the equipment and technology critical to your unit’s operations.
 - Multimedia sound, projection and recording rack system with Dell Latitude E6410 laptop, AMX controller, and web connectivity for live-streaming of public Board of Trustees meetings through distance-learning infrastructure (Board room).
 - Dell OptiPlex 9020 desktop (used by office coordinator).
 - Dell Latitude E6440 laptop (guest office).
 - Dell Latitude E6540 laptop (work room).

- **Space.** If relevant to your unit's operations, describe your unit's location(s) and space allocation.
 - See attached diagram.

II. Future Plans. This section should provide insight into the future of your unit, based on your mission and goals, opportunities you intend to pursue, and/or emerging trends that will likely impact your operations.

- a. **Potential changes.** Are there specific ways you are planning for your unit to evolve (e.g., new/discontinuation of services, changes in strategies for how you operate) in the next 3-5 years? If so, what are you planning? Why do you believe these changes will be necessary?

- **HIRING OF BOARD PROFESSIONAL**

- Hiring of full-time Board Professional and additional support staff due to extreme increase in workload of Board operations resulting from the departure of a key personnel member in 2016. Currently, the workload is performed by both the Vice President & General Counsel and the Associate Vice President & Deputy General Counsel in dual roles as Board Secretary and Assistant Board Secretary, in addition to the Board Coordinator and support staff of the Office of General Counsel.

Reason for change:

- Loss of full-time Board Professional and staff assistant.

- **STREAMLINE BOARD MEETING MATERIALS**

- Eliminate information-only reports from the Board materials in favor of online posting of that content in connection with each Board cycle.
- Transition delivery mode of Board materials from the printed binders to electronic content.

Reason for change:

- Cost savings resulting from reduced printing, tabs, binders and overtime.

- **RESTRUCTURING OF CERTIFICATES OF APPOINTMENT:**

- Mechanize issuance of certificates of appointment and accommodate electronic signature of same for tracking and analysis within Talent Development and Human Services.

Reason for change:

- Costs savings resulting from reduced printing and delivery of forms.
- Improved efficiency of electronic tracking and information analysis.

b. Trends. As you think about factors external to your unit (at UA, in your field/industry, or nationally/globally), are there emerging trends that will significantly impact your unit (and are not addressed above)? How do you plan to respond?

- Benchmark best practices of other Ohio public universities with a quarterly Board meeting cycle for possible adoption by UA.

Emerging external trends with potential significant impact:

- Potential staffing attrition due to budgetary uncertainty.