Annual Report of the University Senate Administrative Review Committee

Academic Year 2011-2012

Shared Service Centers

In response to a request made at the December 2011 Senate meeting, the ARC took on the responsibility of preparing a report on University Shared Services. The Senate requested the ARC to gather information from a representative group of administrators, staff, and faculty at other universities to determine issues associated with an implementation of shared services at Stony Brook. The committee identified an initial list of universities that had implemented shared services, and then developed a set of questions to be posed to individuals at these universities. The list grew to seven universities, each of which was studied. Individual ARC members conducted the interviews and we compared responses during ARC meetings. During the course of the interviews, we identified documents that provided more detail on the implementation of shared services, and analyzed those documents in addition to the responses to the questions. The committee produced a written report and Senate presentation that summarized the findings of the study. The highlight of the report was a set of best practices that were associated with successful University implementations of shared services. The report also included areas of caution that were associated with unsuccessful implementations.

Administer Senate Survey

The ARC developed a new version of the Senate survey, which had been administered every few years to employees represented by the Senate. The new survey was a departure from the previous survey in response to suggestions from University Counsel to guarantee a one person, one vote implementation. The only feasible vehicle was the survey feature of the Solar administrative system. The ARC consolidated and condensed the previously used set of questions to reduce the time required to complete a survey response. One advantage of the new survey vehicle was the ability to collect responder comments associated with a particular question. We administered the survey in the fall of 2011, but there were many computer performance issues with Solar, resulting in a lower response rate than had been experienced in the past.

The committee obtained the raw response data from the University Administration, and developed software to process the data for analysis. We analyzed the data and compared the results with the results of previous surveys. In addition, we carefully analyzed the comments, first de-identifying the data and then associating comments that clarified and amplified the findings of the survey. We prepared a final survey report, and provided that report to the Senate Executive Committee.

Develop senior search guidelines to amplify 2010-2011 Senate resolution

- The ARC reviewed the results of the 2011 Senate Resolution on Search processes for senior (Dean and above) positions within the University. The resolution called for a search process that ensured participation from many constituents within the University and one that adhered to SUNY guidelines for senior searches. The ARC determined that some searches following the passage of the resolution satisfied the resolution, while others varied in some ways. The ARC recognized that the 2011 Senate Resolution was general in defining the search process, and could be improved with a far more detailed Search Process document. The ARC outlined the content of the draft revised Resolution, but deferred implementation until the 2012-2013 academic year.