



Office of the President

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April 26, 2005

To: Cora Marrett, Senior Vice President for Academic Affairs
Debbie Durcan, Vice President for Finance

From: Kevin Reilly, President

Subject: Charge for Provost/CBO Efficiency Study

Thank you for your work in organizing the February 18 Provost/CBO Meeting and subsequent discussions on how we might change our operations to become more effective and efficient. This work, along with the input provided by the Chancellors has led us to a point where we can move forward quickly.

Based on comments from Chancellors and the work done by Provost and CBO leaders, I am charging you to form two working groups focusing on the two areas listed below and the functions listed under each that can be addressed in a short term study:

- 1 Academic Planning Group
 - o Program Review Process
 - o Grants
 - o Faculty and Staff Development

2. System Administration Consolidation and Regional Consolidation of Administrative Functions Group
 - o Operations Review and Audit
 - o Procurement
 - o Federal Relations
 - o Risk Management (structure and processes)
 - o Administration of International Programs
 - o Hiring Process and Procedures
 - o Payroll and related functions

The working groups are charged with addressing the following questions for each functional area:

What functions are performed by the System Administration or the institutions that do not add value, and therefore we should stop doing?

2. What functions are useful, but need improvement?
3. What functions currently performed by System Administration might be better delegated to the institutions?
4. What functions are performed by the institutions that could be done on a centralized basis to better serve the institutions and the state?

In order to address these issues, I ask that you rely on Provosts and CBOs for leadership in this study while consulting widely across the UW System to insure appropriate groups have input into this study. At the same time, we need to proceed with this study with the least disruption to campus activities and staff time as possible.

As a guide to focus the identification of savings in System Administration and systemwide across the institutions, I would like to see proposals that address three target levels of reductions: 10%, 20%, and 30%.

The Chancellors and I would like to have a progress report available for the Chancellors Retreat on June 23 and 24. I ask that this report include initial recommendations from each of the working groups. A final report should be submitted by early Fall.

I want to thank everyone who has already invested time in studying how we can rework our operations to best utilize limited resources. I know you join me in recognizing that these are challenging times, and we owe it to our students, faculty and staff, along with all the citizens of Wisconsin, to provide higher education in Wisconsin in the most effective and efficient manner possible.

Copy: Chancellors
Cabinet
Provosts
Chief Business Officers