

# University Budget Redesign Task Force

## Summary of Recommendations

Presented to and Endorsed by the Task Force in October 2016  
Received by the Steering Committee in December 2016

### Central Cost Benchmarks/Administrative Assessment

This is a summary of recommendations developed by the working group. For additional information, please review the group's full report and materials, which contain more detailed discussion and analysis. A complete list of comments received is also available.

#### Objective

The group was charged with:

- Developing one cost and one central service level benchmark, at an MBU level or higher
- Identification of two or more peer institutions providing a similar service and their benchmarking levels
- Identification of two or more aspirational peers for benchmarking
- Spreadsheet identifying how units compare currently with benchmarking

#### Recommendations

- 1. Establish an administrative assessment process that includes elements that promote institution-wide consistency in evaluating unit efficiency and effectiveness.**
  - Rationale: A mechanism is needed to communicate value between revenue generating units and revenue supporting (central cost) units, and ensure strategic alignment of funds across the University. An administrative assessment process will allow measurement of efficiency (cost of support) and effectiveness (level of service.)
- 2. Create an assessment process that uses qualitative and quantitative measures to evaluate unit performance, including service quality, financial performance, organizational excellence and organizational sustainability.**
  - Rationale: A multi-faceted assessment process will allow for a more complete view of the efficiency and effectiveness of central cost units, which will translate to a dashboard/scorecard that in turn supports the New Budget Model.
- 3. Establish base service level agreements for revenue supporting/central support units.**

- Rationale: Base service level agreements will help to ensure simplicity and transparency of central costs, as well as consistency of implementation, across the University.

## Outstanding Issues

- Who oversees/manages the benchmarking process on an ongoing basis?
- Use of benchmarks beyond quality control. I.e. will benchmark results be used in setting budget allocations for revenue supporting/central support units?