

Appendix 1 – Summary of Principal Recommendations by Section

Number	Recommendation	Responsible individual/group	Completion date
R3.1	Develop an executive leadership program for director-level and above with an emphasis on building and efficient and effective organizational culture. Content will focus on change management, organizational structure, and strategic planning within the context of higher education. This program should be made available to, and reflect the needs of, all three components of Texas A&M University.	A working group with representatives from Texas A&M University Human Resources, the Office of the Dean of Faculties, and the Mays Business School	Plan for the program should be in place by March 1, 2015
R4.3	Continue to retrieve the periodic salary savings from vacant, non-faculty positions in order to provide a source of funds to support university-level strategic priorities. Savings should not be captured from positions that are ADLOC'd to academic departments or paid for from restricted grant funds (Accounts 4XXXXX). Nor should salary savings be captured from non-administrative faculty ADLOC'd at the college level.	Salary savings will be retrieved through the payroll process under the direction of the vice president for finance and administration	Effective immediate
R4.4.	In the case of auxiliaries and service centers, where there are restrictions on transferring funds outside of the unit, we recommend that retrieved funds should be held by the vice president to whom the auxiliary/service center reports. These vice presidents should be accountable to the president for retrieved funds. Because the funds can only be used within the auxiliary/service center, each director will need to provide a detailed analysis of their operation, explaining how increased efficiencies might allow the reduction of overall auxiliary/service center costs and hence the charges to other units within the university.	Directors of service centers and appropriate vice presidents	Effective immediate

R5.1	The review of inactive position titles at A&M that has just been completed needs to be repeated on an annual basis in order to identify and, where necessary, close position titles that have not been used for a certain period (two years is recommended).	Human Resources	Annual cycle effective immediate
R5.2	Conduct a comprehensive review of position titles in order to consolidate highly specific titles that may have only one occupant into more generic titles (e.g., director, assistant director, manager).	Human Resources	June 30, 2015, but will depend on the A&M System review of compensation and salary scales across Brazos Valley institutions
R5.3	Support the A&M System's initiative to replace the existing Budget/Payroll/Personnel (BPP) system with a comprehensive Human Capital Management system that will be used for human resources and payroll administration for all employees. This investment is likely to be a large expense and so will need to be worked into Texas A&M University's long-term strategic reallocation priorities.	Office of the President	Medium-term – needs to be worked into Texas A&M University's long-term strategic reallocation priorities.
R6.1	The base funds returned from the Vacant: No Intent to Fill positions at Texas A&M Main Campus and Texas A&M Health Science Center should be made available for reallocation by the president after receiving recommendations through a well-defined strategic process that allows for input from appropriate constituencies.	Office of the President	Effective immediate
R6.2	Review the current process of eliminating positions for operational effectiveness and recommend improvements to ensure consistency. This review should lead to a training module for supervisors on dealing with vacant positions that can be shared with Texas A&M at Galveston and Texas A&M Health Science Center. These processes and training modules should be automated to the extent possible.	Human Resources	March 1, 2015

R7.1	Carry out a one-time review of all budgeted non-faculty vacancies in each of the three components of Texas A&M University. The process should include a review of the overall organizational structure in each academic college and non-academic division. The purpose of the review is to identify whether existing vacancies should be filled, relative to an analysis of the effectiveness of the existing organizational chart.	A working group to be appointed by the president.	November 1, 2014
R7.4	Retrieve for reallocation the base funds for all positions that the review In R7.1 determines not to be justified relative to current staffing levels and organizational structure.	Division of Finance and Administration in conjunction with working group identified in R7.1	November 1, 2014
R7.5	Develop a modified process for requiring approval and justification for all non-faculty positions that are neither paid from restricted funds nor ADLOC'd to academic departments. The details of the recommended process are specified in the main body of the report in R7.5.1 through R7.5.5.	Leadership Steering Committee	November 1, 2014
R7.6	Document the approval and authorization process identified in R7.5 with decision-making criteria clearly aligned with Texas A&M University's excellence initiatives.	Leadership Steering Committee	November 1, 2014
R8.1	Communicate the results of the PwC internal and external benchmarking exercises to the president, appropriate vice presidents, and to the working group appointed to carry out the review of all non-faculty vacancies in fall 2014.	Leadership Steering Committee	October 15, 2014
R8.2	Report on size, organization, and functional responsibilities of three units identified in paragraph 8.6.	provost and executive vice president for academic affairs, vice president for finance and administration, executive vice president and CEO Texas A&M Health Science Center	December 31, 2014

R9.1	Identify a means for all units at Texas A&M University to be able to generate organizational charts and map out supervisor/employee reporting relationships.	Human Resources	December 31, 2014
R9.2	Gather data on pay scales, career paths, and compensation levels at Texas A&M and provide report to official at A&M System responsible for upcoming review of compensation structures.	Human Resources and Leadership Steering Committee	October 15, 2014
R9.3	Implement a span of control analysis within each division and college. The analysis should cover all positions that are EEO category 1 (noting the definition in paragraph 9.4) or currently have supervisory responsibilities.	deans and vice presidents, reporting through respective executive vice presidents	December 31, 2014
R10.1	Work with counterparts at other components of the A&M System to communicate to A&M System leadership the importance of replacing FAMIS.	Office of the President	Medium-term – needs to be worked into Texas A&M University’s long-term strategic reallocation priorities.
R10.2	Support the ongoing A&M System initiative to replace the existing Budget/Payroll/Personnel (BPP) system with a comprehensive Human Capital Management system that will cover both staff and faculty human resources needs.	Office of the President	Medium-term – needs to be worked into Texas A&M University’s long-term strategic reallocation priorities.
R10.3	Identify mission-critical modifications that could be made to FAMIS and BPP, as well as other workarounds that will help reduce workload and increase efficiency.	Working group to be appointed by the president with significant representation from the Academic Business Operations Committee and the Committee of Senior Business Administrators.	March 1, 2015

R10.4	Review risk and compliance policies in Divisions of Finance & Administration, Research, and in the area of information technology.	vice president for finance and administration, vice president for research, and chief information officer.	March 1, 2015
R10.5	Eliminate communication allowances for all employees of Texas A&M University. The only exceptions will be for individuals employed by the university in a first responder capacity or who are regularly required to come to campus to deal with emergencies outside working hours. Individuals who currently have a communication allowance and earn less than \$50,000 annually will be grandfathered.	Office of the President	Immediate
R11.1	Examine all eight functional areas identified by the PwC report in its discussion of Texas A&M Health Science Center integration in order to identify opportunities to achieve additional economies of scale through contracting service delivery and other forms of shared services. The working group should also evaluate the existing organizational structures for overall effectiveness, incorporating where possible information from the PwC Activity Analysis.	Working group to be appointed by the president with representation from Texas A&M Main Campus and Texas A&M Health Science Center	March 1, 2015
R12.1	Develop plans for consolidating information technology and business services at the college/division level.	deans and vice presidents, reporting through respective executive vice presidents	December 31, 2014
R12.2	Develop plans for consolidating undergraduate academic advising at the college/division level	deans reporting through provost and executive vice president for academic affairs	December 31, 2014
R12.3	Use college/division plans from R12.1 and R12.2 to identify opportunities for consolidations/collaborations that span two or more colleges/divisions.	Leadership Steering Committee	March 1, 2015
R12.4	Use college/division plans from R12.1. and R12.2 to identify consolidations/collaborations that could serve as pilots for collaboration centers that are university-wide.	Leadership Steering Committee	March 1, 2015