

## Recommendations

# Support Costs and Staffing at Virginia's Higher Education Institutions

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1. Boards of visitors at all Virginia institutions should direct staff to perform a comprehensive review of their organizational structure, including an analysis of spans of control and a review of staff activities and workload, and identify opportunities to streamline their organizational structure. Boards should further direct staff to implement the recommendations of the review to streamline their organizational structures where possible (Chapter 3, page 31).
2. Boards of visitors at all Virginia institutions should require periodic reports on average and median spans of control and the number of supervisors with six or fewer direct reports (Chapter 3, page 31).
3. Boards of visitors at all Virginia institutions should direct staff to revise human resource policies to eliminate unnecessary supervisory positions by developing standards that establish and promote broader spans of control. The new policies and standards should (i) set an overall target span of control for the institution, (ii) set a minimum number of direct reports per supervisor, with guidelines for exceptions, (iii) define the circumstances that necessitate the use of a supervisory position, (iv) prohibit the establishment of supervisory positions for the purpose of recruiting or retaining employees, and (v) establish a periodic review of departments where spans of control are unusually narrow (Chapter 3, page 32).
4. The General Assembly may wish to consider including language in the Appropriation Act and appropriating funding for a review of cooperative procurement. The review should be performed by a consultant and involve the Auditor of Public Accounts, Department of General Services, Department of Planning and Budget, State Council of Higher Education for Virginia, and Virginia Information Technologies Agency. The review should determine (i) the categories of goods and services for which cooperative procurement would enable higher education institutions to achieve savings; (ii) for each category of goods and services, to what extent institutions would realize greater savings by using the Department of General Services or Virginia Information Technologies Agency, or a higher education cooperative; and (iii) for each category of goods and services, to what extent state agencies would pay

higher costs if institutions used a higher education cooperative instead of the Department of General Services or Virginia Information Technologies Agency. Findings from the review should be reported to the Chairs of the House Appropriations and Senate Finance Committees and the House and Senate General Laws Committees by September 1, 2016 (Chapter 4, page 37).

5. The General Assembly may wish to consider amending the Code of Virginia, as appropriate, based on the findings of the consultant review of higher education procurement, to direct all higher education institutions in Virginia to participate fully in joint procurement through higher education cooperatives or state contracts negotiated by the Department of General Services and the Virginia Information Technologies Agency (Chapter 4, page 38).

6. Boards of visitors at all Virginia institutions should direct institution staff to set and enforce policies to maximize standardization of purchases of commonly procured goods, including requirements to use institution-wide contracts (Chapter 4, page 39).

7. Boards of visitors at all Virginia institutions should consider directing institution staff to provide an annual report on all institutional purchases, including small purchases, that are exceptions to the institutional policies for standardizing purchases (Chapter 4, page 39).