SEAS 2012–13 Administrative Task Forces
Final Report and Recommendations

Status and Final Report on Outcomes
March 2, 2014
# Table of Contents

- Introduction ............................................................................................................................................... 1  
- Goals and Objectives ................................................................................................................................. 2  
- Key ............................................................................................................................................................. 3  
- Recommendations ......................................................................................................................................... 4  
  I) People .......................................................................................................................................................... 4  
    Proposed new positions and defining or redefining current roles ......................................................... 4  
    Orientation and integration ......................................................................................................................... 6  
    Training and development .......................................................................................................................... 8  
    Manager development and competencies .................................................................................................. 8  
    Recognition, excellence in service, and morale ......................................................................................... 10  
  II) Student-related Issues .............................................................................................................................. 10  
  III) Communications, Systems, and Information Access ........................................................................... 11  
    Planning ..................................................................................................................................................... 11  
    Computing Office and service ................................................................................................................... 12  
    Communications and feedback .................................................................................................................. 13  
    File sharing and collaboration tools .......................................................................................................... 14  
  IV) Finance .................................................................................................................................................... 16  
  V) Facilities and Space ................................................................................................................................... 18  
    Communication about and requests for space ............................................................................................. 18  
    Printing, copying, and mail ......................................................................................................................... 20  
    Building access and signage .................................................................................................................... 20  
- Task Force Objectives .................................................................................................................................. 22  
- Task Force Membership ............................................................................................................................... 25
March 2014

Dear Task Force Members:

I want to once again thank you for your time and talent in assembling this report and its recommendations. I have heard from many of you that this was a positive experience – learning about each other's work, sharing ideas and best practices, and through this collaborating on recommendations that would make our work more effective and efficient. I am pleased to report back to you, that one year later, most of the recommendations have been implemented! Following is a report on the status of each and next steps, if any (in red).

Best,
Tim
14 February 2013

Dean Tim Bowman (Copied to Executive Team Members)
School of Engineering and Applied Sciences

Dear Tim,

I am pleased to submit this combined report of the 2012-13 SEAS administrative task forces. More than fifty SEAS staff members served on the four task forces, one beginning its work in the summer of 2012 and the others in the fall, with the last of the individual reports completed by mid-January. The approach of each varied, with some using focus groups, surveys, or research into best practices at peer institutions, and all conducting in-depth research and analysis into SEAS operational structures. Two of the committees met extensively, representing hundreds of hours of staff time in discussions, “home work,” teamwork, and ultimately, valuable reports.

Four themes emerged during this project that transcended the scope of the task forces’ objectives, yet were central to the discussions in each group. The task force chairs agreed with my suggestion to “capture” these themes and offer them in the form of values that might become part of the SEAS administrative identity. These values can help as guiding principles as the administration builds on the work of the 2012-13 task force groups to further strengthen our organization and community. The themes, in order of priority, appear below and as the first recommendation of this project.

A. **Provide excellence in service** through innovation, creativity, collaboration, and intelligent planning.

B. **Invest in people** by setting high standards and through training, development, recognition, and respect.

C. **Communicate** at every organizational level to facilitate planning, problem solving, and service delivery through the use of meetings, newsletters, frequent manager/staff interaction, Performance Development Planning, SEAS websites, the AAAD system, surveys, etc.

D. **Share knowledge** and contribute to a SEAS “knowledge base” about roles, responsibilities, processes, and guidelines, achieved through developing data, documentation, websites, web applications, databases and other technologies.

It has been a pleasure and privilege to lead this effort. These first steps of participative problem solving and planning in SEAS are encouraging to me, and to every participant I spoke with during this process. I look forward to discussing this report with the Executive Team next week, and to our work together communicating and implement these recommendations in the near future. I want to add a final note of thanks to Arlene Stevens, Marina Magid, Michael Rutter, and Sandra Klemm for agreeing to meet as a group with me to explore the overarching aspects of our report, and to Krissy Day and Caroline Perry for their outstanding help with editing and formatting the final report.

Best,

Ed
**Goals and Objectives**

**Goal**
To strengthen the SEAS administrative organization developed over the past four years through enhanced staff engagement and communication, and by creating more efficient processes and procedures to support the School’s teaching and research functions.

**Rationale**
SEAS has grown and developed significantly since becoming a school in 2007, taking on a new position within the University and a dramatically different image publicly. Its educational programs have been expanded and strengthened, leading to significant increases in our student populations. The administrative structure has developed to support this growth and to assume its new responsibilities as a school with enhanced staffing and capacity, additional functional roles, and new offices. The area structure has been extended to seven areas and a range of new positions have been added in support of our teaching endeavors. A new role, that of executive dean for teaching and research, has been added, and a new executive dean for administration has been recruited.

We are now well-poised for a "tune up." This endeavor, rooted in staff engagement, is meant to make the most of our progress to date, and to engage a broad and diverse group in four strategically defined task forces to recommend steps that would help us achieve the project goal. Developing a more efficient organization will serve us well as we face fiscal and staffing realities, seek to use limited resources wisely for high priorities, and as we engage in the upcoming fundraising campaign and develop long-range plans for SEAS.

**Leadership**
- **Tim Bowman**: Executive Sponsor
- **Ed Kleifgen**: Co-Executive Sponsor; Overall Project Leader/Oversight;
- Administrative Process Task Force Chair
- **Sandra Klemm**: Staff Engagement Task Force Chair
- **Marina Magid** and **Arlene Stevens**: Faculty Support Task Force Co-chairs
- **Michael Rutter**: Administrative Development Task Force Chair

**Time Frame**
Convene the task force groups throughout the fall of 2012 with a goal of obtaining final recommendations by the end of January 2013. Final recommendations will be submitted to Tim Bowman for consideration by the SEAS Executive Team.

**Task Force Groups**
- Administrative Development
- Administrative Process
- Faculty Support
- Staff Engagement
Key

Recommendations from the four tasks groups have been synthesized and grouped below, combining similar recommendations. The recommendations are organized into five groups:

I People
II Student-related Issues
III Communications, Systems, and Information Access
IV Finance
V Facilities and Space

Each recommendation is followed by three types of notations.

First, the task force(s) responsible for the recommendation is indicated using the following codes:

- AD Administrative Development
- AP Administrative Process
- FS Faculty Support
- SE Staff Engagement

Then, the overarching theme(s) to which the recommendation is connected is indicated using the following letter code:

- A Provide excellence in service
- B Invest in people
- C Communicate
- D Share knowledge

Finally, the recommendations are categorized by the degree to which they can be (or have been) implemented, indicated as:

- 1 Already implemented
- 2 Implementation in process
- 3 Ready to be implemented
- 4 Ready to be implemented pending budget approval
- 5 Requires more research, planning, assessment, or perspective to fully develop the recommendation
Recommendations

1. The SEAS administration should incorporate the four values outlined in the above introduction letter into its planning and administrative endeavors; committing to *provide excellence in service, invest in people, communicate at every organizational level, and share knowledge.* (AD,AP,FS,SE)(A,B,C,D)(5)

A committee has been formed to create a management development program for Management Operations Group and these values will be incorporated into that program.

I) People

**Proposed new positions and defining or redefining current roles**

2. Each office and every individual contributor in SEAS should *publish clearly defined roles and responsibilities for their offices and positions.* (AD,SE)(D)(3)

As part of the web redesign process, the Communications Office is working with individual offices and departments to ensure that a list of staff members and their responsibilities is prominently listed on each office’s web page.

3. SEAS senior managers along with the Office for Human Resources (HR) should *ensure that there is consistency in grading, titles, compensation, and recognition for performance for staff at each grade level.* (AD)(B)(2)

The HR office strives for uniformity in grading, titles, compensation and recognition for all staff. This is done by benchmarking both within the University and within SEAS. The implementation of ePerformance creates an opportunity to further enhance our performance management for all staff.

4. *A new staff person should be added to the events office* to better manage, coordinate, and budget for the many colloquia and seminar series in SEAS. (FS)(A)(4,5)

No action is planned at this time to add a staff member. However, the Events Office is moving to a model of providing full-level support to School-wide events only and establishing new ways to provide advice and consulting support to assist individuals and offices in planning and executing events.
5. **Bolster the basic skills and competencies of all Faculty Administrators**
   a. Clarify and realign the roles and responsibilities of Faculty Administrators and financial staff, particularly as they relate to sponsored pre-award submissions and gift fund management. *(FS)(B)(5)*

   The area directors worked closely with leaders of the financial and research administration offices prior to the reorganization of those offices last year so that redefined staff and responsibilities were consistent with optimized work flow in conjunction with the faculty administrators. In addition, faculty administrators have now assumed the responsibility for all of the administrative aspects of pre-award submissions. Regularly scheduled ongoing meetings between area directors and financial and research administration managers will help assure that these issues are monitored and that any additional or new ambiguities are addressed.

   b. Define the basic competencies and skills needed to achieve a high level of performance, and arrange trainings to build those skills. *(FS)(B)(5)*

   A set of basic competencies for faculty administrators was developed and is being held in draft form to avoid confusion as SEAS rolls out its new ePerformance system, which includes a set of University-wide competencies. Over the next year, the area directors will work with the HR office to determine whether the University definitions are sufficient, or whether we need to establish a complementary set of competencies specific to the faculty administrators.

   c. Provide trainings in Harvard’s financial management systems, intermediate Microsoft Office, website maintenance, and customer service. *(FS)(B)(3,4)*

   Faculty administrators are benefiting from their access to the new PI Dashboard application, and many are taking advantage of the ongoing University-wide training through the REACH program on grants management. Area directors have been using their area-specific monthly meeting to bring in speakers from SEAS offices and beyond on specific topics, and the annual retreat for faculty administrators now focuses on cross-training among faculty administrators. SEAS-based and University HR training offerings are consistently subscribed to by faculty administrators, including relevant leadership training opportunities. Joanna Curry from SEAS Procurement holds regular trainings with Faculty Administrators to build competencies in finance and procurement administrative tasks.

6. **Reorganize the SEAS research administration office:**

   The SEAS research administration office (RA) has been reorganized into three pairs of one pre-award and one-post award FTE. The pairs work as a team to support a portfolio of grants belonging to a group of PIs. The three portfolio groups are
aligned with the three areas overseen by each area director. Each area director teams with one RA pair. The reorganization was implemented in October 2013.

a. Transition the relatively new Research Management Specialist (RMS) positions to Grants and Contract Specialist (GCS) positions in the Research Administration Office so that they can take on additional low-risk, uncomplicated portfolios. *(FS)*(A)(5)

Only two of the initial three positions are currently still active. One RMS has already transitioned to RA and the other will be transferred as a vacant position. The search to fill the vacancy was conducted in November and the candidate has come on board.

b. Create a financial support-staff position to handle administrative tasks such as processing journals, running reports, and paying invoices, currently done by Senior Research Administration Managers. This relief, along with Faculty Administrators taking on the administrative aspects of pre-award submissions, should enable the Managers to provide much-needed monthly fund updates and quarterly projections for the faculty. *(FS)*(A)(4,5)

Creation of a financial support staff position was completed in September 2013. One of the existing Grants and Contracts Specialist positions was reclassified to a Financial Analyst position upon retirement of the incumbent. The position was filled in October 2013.

Tips, tools and training are being developed for the faculty administrators to assist them in providing administrative support for the pre-award process. A monthly meeting of RA staff and all faculty administrators was begun in October 2013. This meeting is used as a venue to provide training, share best practices and to have open dialogue regarding all topics related to research administration.

c. Clarify and better define the roles of the Assistant Directors. *(FS)*(A)(3)

It has been determined that one of the ADs will lead the pre-award activities of RA and the other the post-award activity. Final clarification and definitions were completed in October 2013.

**Orientation and integration**

7. *The Office for Academic Affairs should lead efforts to create checklists for a systematized orientation program for new ladder faculty and non-ladder teaching staff.* With the realization that more non-ladder teaching staff are being hired with multi-year contracts, it has become evident that a more formalized process is needed for orienting and integrating them into the SEAS community. *(AP,FS)*(A,B,C,D)(1,3)

Checklists were created by Academic Affairs in consultation with all relevant offices in SEAS and are being used to facilitate the integration of new ladder and non-ladder faculty members.
8. *The Office for Academic Affairs should announce newly hired non-ladder teaching staff* (lecturers, preceptors, etc., as appropriate), just as HR does for staff hires. *(SE)(C)(1)*

New non-ladder faculty members are now announced at the beginning of each term, with accompanying pictures and contact information.

9. *Expand the use of the AAAD system to inform relevant personnel at SEAS of faculty and staff arrivals and departures.* To more efficiently coordinate arrangements for the integration and departure of SEAS community members, we strongly recommend that all relevant SEAS offices fully utilize the web-based SharePoint system developed a few years ago: the Administrative Application for Arrivals and Departures (AAAD). *(AP,FS)(C)(2)*

AAAD is administered by the office of the Senior Associate Dean for Faculty and Academic Affairs. Most SEAS offices/functions are currently using some functions of AAAD to receive information about arrivals and departures. HR and Academic Affairs actively use the system to notify all relevant offices of faculty, researcher, and staff arrivals and departures.

10. *The Office for Human Resources (HR) should lead efforts to enrich and enhance orientation and integration activities for new staff members.*

   a. HR should develop a New Employee Checklist to facilitate a standard approach to the orientation, training, and integration of new staff members. This would include the two recommendations below, and go beyond, integrating the new competencies that are being developed for managers and faculty support staff and the AAAD system, mentioned above. *(AP)(A,B,C,D)(1)*

   A New Hire Orientation Checklist is posted on the SEAS HR Internet site under New Employee Orientation; this will also be a topic for the management development program.

   b. Update and expand the HR orientation presentation for new staff. The presentation has focused primarily on benefits and University policies and should be updated to include a broader range of information about SEAS, including its offices, primary contacts, physical layout, and policies. *(AP)(A,B,C,D)(2)*

   A committee was established to review and update the SEAS New Hire Orientation program. Included among the updates are pictures and titles describing the senior administrative and faculty managers as well as additional information related to our students, their concentrations and the mission of the school.

   c. HR should create a Hiring Manager Checklist that hiring managers would use as a guide for arrangements that help new employees get off to a quick start and complement the formal and informal orientations provided by HR. *(AP,SE)(A,B,C,D)(1)*
A Hiring Manager checklist was created and is distributed by email to all the first level supervisors when an employee new to SEAS is hired.

11. **Use events to enhance community cohesion.** Hold New Hire Receptions, Executive Deans’ Coffees, “fun things” (such as Free Doughnut Tuesdays), and other all-community events in Northwest and at the soon-to-be-occupied 20 University Road site on a rotating basis. *(SE)(B,C)(1,4)*

We continue to hold events such as All-Hands meetings, Executive Deans’ Coffees, and other gatherings to keep members of the SEAS community informed and to build a sense of community, including some events at 20 University Road.

**Training and development**

12. HR should coordinate with the Harvard Center for Workplace Development (CWD) and external providers, as necessary, to **provide training in customer service “best practices” for all SEAS staff.** *(FS)(A)(4,5)*

HR has identified this action as a strategic priority with CWD for the spring of 2014.

13. **SEAS should provide funding for specialized outside courses for staff who require additional support for their professional development.** (beyond what is offered by the Harvard Extension School and CWD). *(AD)(B)(4)*

In July we announced that exempt salaried employees would be eligible to receive financial support to attend job related conferences. In the same announcement, we reminded HUCTW staff of their eligibility for similar financial support through the HUCTW Educational Assistance Fund.

14. **Add more customized professional development models that are geared to SEAS and its particular needs/culture.** *(AD)(B)(5)*

HR continues to offer periodically courses designed to address specific development needs at SEAS. These include communications, computer and supervisory skills courses. HR continues to support the attendance of any SEAS staff member, with supervisory approval, at any CWD course.

**Manager development and competencies**

15. HR, in conjunction with senior leadership, should **define a set of competencies for SEAS managers and create a related program that supports their individual development** as managers and supervisors. *(AD)(B)(2)*
In the spring of 2013, we conducted the CWD training “Four Core Skills of a Supervisor” for 12 SEAS supervisors. As part of the ePerformance implementation, competencies will be tested and decided. A SEAS manager development program is being designed with CWD to be launched in FY15.

16. HR and senior leadership should work with managers and staff to better understand the use and full potential of the Performance Development Plan (PDP) program, as right now most staff say it “has no teeth.” (AD)(B)(2)

The University-wide ePerformance program was introduced at SEAS in January 2014. The first staff members at SEAS to use the new appraisal system are the members of the Management Operations group.

17. PDPs for managers and their annual reviews should emphasize management ability and how well they meet objectives/priorities (including, as suggested by the Engagement Task Force, “360-degree” reviews). (AD)(B,C)(5)

The ePerformance option managers and supervisors will use requires all participants to identify goals upon which each will subsequently be rated. Competencies required for managers and supervisors will also be rated.

18. Implement “360-degree” reviews for managers who have direct reports. (SE)(B)(5)

In 2014, all members of Management Operations will complete a 360 evaluation as part of their annual review. 360 evaluations will be expanded as part of the ePerformance implementation.

19. Create a staff/manager mentoring program, akin to what is done for junior faculty, to match up new staff with more seasoned SEAS employees. (AD)(B)(5)

This is not an immediate priority for staff, but will be considered in the future.

20. Managers should be invested in developing their staff and supporting career growth at SEAS. Related skills should be included in the list of defined competencies for managers. (AD)(B)(2)

Under ePerformance, managers will be rated not only on the ability to meet goals, but also on their managerial competencies.

21. HR should ensure that managerial job descriptions emphasize management know-how and communications skills as essential (and ask for concrete demonstrations: writing samples, past talks, presentations, etc.) (SE)(B)(3)

Effective communication skills were specifically included in all SEAS supervisory postings in 2013. This competency will be part of the management development program and ePerformance.
22. Expand the interview process for managerial positions to include as many relevant staff and faculty members as feasible. (SE)(B)(2)

In 2013, search committees for all supervisory positions were expanded significantly and many now include direct reports, as well as other stakeholders including faculty and administrators from other schools.

Recognition, excellence in service, and morale

23. Consider more team-building exercises such as additional Task Forces, retreats, and social activities (casual meetings for no other purpose than to get together). (AD)(B)(5)

Task forces continue to be used for special projects such as looking at teaching support administrative processes and Allston planning.

24. Expand recognition events and recognition activities. Existing programs have been a big “hit” and people would like to see more. Suggestions include: recognition at the local (office/unit) level and awarding individuals/offices on achieving particular objectives and milestones. (AD)(B)(3)

SEAS currently has several successful recognition programs including the Venky Award, the Dean’s Excellence Award, the Harvard Heroes program, the Letter of Appreciation program and the Thank You Card program. Harvard is currently considering adopting a service milestone award program in addition to the 25 year service recognition program.

25. Link completing administrative goals with performance, rewards, and recognition. (AD)(B)(2)

The ePerformance program will be used as a tool to achieve this action.

26. Build pride by giving staff the opportunity to “win,” “buy,” or “simply have” SEAS-branded items (swag, stickers, shirts). (AD)(B)(4,5)

The Events Office will collaborate with HR on recognition events and activities in which SEAS-branded items could be given as gifts. In addition, Events is researching the cost associated with an online store that would allow all internal SEAS representatives access to branded merchandise.

II) Student-related Issues

27. The Student Affairs Office and the Dean should work carefully with the faculty to improve communications regarding faculty advisor/graduate student relationships, especially when there is a possibility the relationship might end; require the submission of progress reports by graduate students.
Such communications will help the affected SEAS offices to manage advising, funding, supervision, and appointment issues in a timely fashion. The Office for Graduate Student Affairs can work with the Dean to promulgate to faculty the guidelines for informing the Office of any possible issues. (AP)(A,D)(3)

Student Affairs staff have increased their efforts to carefully track student progress and enlist faculty supervisors and GSAS early in cases when progress is in question. Faculty are encouraged to submit timely progress reports.

28. All offices should have the tools to route and direct informational inquiries from prospective students and their parents to the Student Affairs Office efficiently and effectively.
   a. Create a central phone line with an automated menu for initial triage. A new main phone line should be created (not Dean’s office number), listed on front page of the website and given to the Harvard receptionist. This line would direct callers to the most appropriate office. Currently, most prospective students and parents call the Dean’s office and are redirected by the Dean’s executive assistant. (AP)(A)(4,5)
   b. For calls that come in to other SEAS offices, the Student Affairs Office should create a reply template for responding to various “frequently asked” email and phone inquiries. (AP)(A)(3)
   c. A “Who Does What in Student Affairs” document should be created and posted as a printable list on the Intranet/website. (AP)(A,D)(2)

These recommendations will be reconsidered along with the current reorganization of student services functions.

29. Institute a process between the Student Affairs Office and the offices of Research Administration, Finance, and Payroll for the timely arrangements and approvals for SEAS graduate student research appointments, associated salaries, and tuition payments. This process will help avoid the many journals/corrections that have resulted from the absence of such a process. (AP)(A,D)(2)

Finance, Research Administration, and Student Affairs are currently working on a process to better coordinate RA and TF appointments for graduate students. The goal is to have this in place for the start of the Fall 2014 semester.

III) Communications, Systems, and Information Access

Planning

30. Implement a cyclical administrative planning process for high-level, multifunctional priorities and projects meant to affect SEAS’ future, as well as for strategic office-based projects that will interact necessarily with other SEAS or Harvard offices. Provide templates for project proposals and reporting, as well as tools for managing the projects. There should then be reporting, direction-setting, and major issue resolution by the School’s Executive Team
quarterly. Emphasis on resource allocation is needed, including consulting and staff backfill. Strive to minimize off-cycle and one-off large-scale administrative projects. (AP)(A,D)(3)

The Executive Team has started this process and the overarching goals have been shared with managers. Admittedly more needs to be done on this—a work in progress.

Computing Office and service

31. **Standardize faculty group website platforms** (FS)(A,D)(2)

The faculty profiles standardization is complete, and was completed as part of the new SEAS website launch.

32. **Enable SEAS employees to help themselves by creating a knowledge database** containing training presentations, solutions to common technology problems, and tutorials about academic software such as Matlab, Mathematica, and LaTeX. (FS)(D)(3,4,5)

As part of 33 below, a knowledge base and self-help web application are being developed with preliminary launch currently anticipated for Fall 2014.

33. **Computing should implement changes that improve services from the SEAS Helpdesk function.**

   Short-term:
   
   • Pilot a customer-friendly system for submitting and managing service requests during the fourth quarter of FY13 in both an academic area and an administrative office. (AP)(A)(3)
   
   • Work with HUIT on system selection and best practices for implementation. (AP)(A)(3)
   
   • Contract with HUIT for endpoint technology management and extended service desk support for FY14, starting on July 1. (AP)(A)(3)
   
   • Hire students, perhaps through work-study, to provide low-level help desk support. (FS)(A)(4,5)

   Long-term:
   
   • Launch a new customer relationship management system, knowledge data bases, online aids, and a service management system for Computing. (AP)(A,B)(4,5)
   
   • Create, mobilize, enable and facilitate a computing support Special Interest Group across SEAS. The first purpose is to develop computing and technology skills more broadly and with consistency across SEAS. To this end, the group will offer at least two training/brown bag sessions per month. The second purpose behind the group is to increase the self-sufficiency of staff, faculty, and students in their use of technology and computing resources. (AP)(A,B)(4,5)
We are working closely with HUIT and will roll out a comprehensive system and support process with an anticipated date in late April 2014. A more limited, test-bed roll-out began in February.

34. **Identify leadership for audio/visual (AV) services in SEAS and consolidate related efforts and services.** Initial activities by the Computing Office should include:
   - A review of SEAS AV needs. *(AP)(A)(3)*
   - A thorough inventory of all AV equipment and rooms. *(AP)(A)(3)*
   - A review of ownership of all equipment (DCE, MTS, SEAS), and the development of related budget. *(AP)(A)(3)*
   - An inventory of all video collections in Kaltura. *(AP)(A)(3)*
   - A proposal for consideration to create an AV support position for SEAS. *(AP,FS)(A)(4,5)*

Future activities would include training on relevant equipment; managing and ordering equipment; managing systems for content distribution; and coordinating services with FAS Media Services, DCE, and HUIT. *(AP)(A,B)(4,5)*

We are working with FAS, DCE, and SEAS Academic Computing leadership to determine the optimal model for AV support. We have begun talks with FAS and DCE for creating and updating, respectively, memos of understanding to help all organizations better understand each other’s roles. SEAS has designated a lead for the AV services at SEAS.

**Communications and feedback**

35. **The Dean’s mission statement and goals for the school should be clearly communicated and posted.** *(AD)(C)(3)*

This will be completed during the 2013-14 academic year.

36. **The Executive Deans should communicate frequently and clearly on administrative priorities, space decisions, resource allocation (including budgeting), policy, and proposed growth.** *(AD)(C,D)(2)*

Executive Deans’ coffees, Management Operations meetings, and updates in Inside SEAS are all utilized for this purpose.

37. **All standing committees, working groups, and task forces should have publicly defined charges, and should publish meeting dates and agendas in advance.** As appropriate, publish meeting minutes within one week, omitting confidential information. *(SE)(C)(5)*

The list of standing committees and task force groups is now distributed widely within SEAS at the beginning of each academic year and then posted on the SEAS website. The list includes the definition of the charge for every committee and task force. Members of these committees and task force groups receive meeting minutes in a timely fashion, as appropriate.
38. **Conduct more frequent surveys to gather community input and to “take the temperature”; publish the results of such surveys.** (SE)(C)(1)

In addition to University wide engagement surveys HR has solicited feedback though SEAS surveys and focus groups and will continue to do so.

39. **Offer more avenues for feedback such as a suggestion box (both real and virtual) and allow staff private (non-public) and less formal ways to provide feedback.** (AD)(A,D)(1)

The Executive Dean for Administration established a virtual anonymous suggestion box which is available to the SEAS community at: https://portal.seas.harvard.edu/sites/EDA/SitePages/Home.aspx

The Executive Dean for Administration has also implemented “staff check ins” which are an opportunity for him to gather private, informal feedback from staff on a one-to-one basis.

40. **Identify leadership for the management and development of SEAS-authorized email listservs.** (AP)(A,D)(3,4,5)
   
a. The Communications Office should take the oversight lead, with participation from Academic Affairs, Student Affairs, HR, and Computing.
   
b. Computing should create a working group of staff stakeholders to perform list cleanup, consolidation, and to identify an administrator for each remaining list.
   
c. Computing should define and publish an email distribution list policy on the SEAS community website. Encourage the use of Outlook groups for short-term and one-off needs. For official email distribution lists, require a report from list administrators to the Computing and Communications offices at the end of each semester.
   
d. Computing should work with HUIT on the future listserv mailing technology to ensure a distributed management model for email distribution list creation, maintenance and expiration.

Work involving Communications and Computing is in progress to address this recommendation.

**File sharing and collaboration tools**

41. **Invest in collaborative tools such as SharePoint, the Intranet, calendaring, and other SEAS-wide systems that promote the sharing of information.** (AD)(D)(5)

SEAS is currently helping direct the Harvard-wide collaboration working group that is attempting to address 41 and 42. In the interim, SEAS is moving current, fragmented SharePoint sites to Harvard’s Office365, and testing extensively both the Harvard Google Apps offering (g.harvard.edu) which is being widely adopted by
facultyt and students, as well as Office365 (Microsoft’s exchange in the cloud) offerings. Additionally, to permit highly secure file sharing to meet immediate needs, we have deployed KiteDrive, a secure alternative to Dropbox, that may be used by the entire SEAS community.

42. **Facilitate electronic file sharing so that it is secure, reliable, flexible, and easy to understand and use.**
   a. Create an information management work group (IMWG) led by the Executive Director for Computing, charged with providing and explaining collaboration and file-sharing options including SharePoint, Google Apps, Office 365, and the SEAS Intranet. *(AP,AD)(D)(3)*
   b. The IMWG should create a website that describes each option, its pros and cons, access to the service, and security. This group should also describe what capabilities are not supported. *(AP)(AD)(A,D)(4,5)*
   c. The IMWG should facilitate a community dialogue regarding needs and new options such as SparkleShare and Huddle. *(AP)(A,D)(3)*
   d. The IMWG should provide migration and conversion services as collaboration and file-sharing alternatives are retired and introduced. *(AP)(A,D)(3,4)*

43. **Provide multiple systems access to key stakeholders in offices conducting transactional activities to facilitate and speed transactions.** Affected offices and groups would include: Academic Affairs, Faculty Administrators, Finance, Research Administration, and Student Affairs. The systems involved include: PeopleSoft, GMAS (Grants Management Application Suite), ASPerIn, and CREW/Oracle. Designate a single point person in each office to have multisystem access, with limits imposed based on need. *(AP)(D)(5)*

43&52 – The Finance, HR and Academic Computing teams are working to create an electronic EAF with automated routing to improve the process for administrative transactions (payroll changes, job postings, etcetera).

44. **Overhaul the Intranet (community website); make its content management a specific job responsibility for each office** (note: this is part of a longer-term plan). *(SE)(D)(2)*

Complete.

45. It can be difficult to understand staff responsibilities and know who to contact to get things done in SEAS. **Organizational charts should be made available and the SEAS websites should be better utilized to facilitate operations, referrals, and communication as follows:**
   a. Post updated high-level and office-level organizational charts on the SEAS website/community site. *(AP,SE)(C,D)(5)*

The Communications Office is working with individual offices and departments to ensure that a list of staff members and their responsibilities is prominently listed on each office’s web page.
b. Develop the website (Intranet/community) to include clear office-level directories and a robust FAQ section that includes all functional areas/offices and definitions of the responsibilities that fall within each. Ideally, one could click on a task in the FAQ and easily find the relevant contact. \((AP,SE)\)\((C,D)\)\(5\)

The Intranet has been replaced with a faculty/staff portal on the SEAS website, on which office and area pages are gradually being populated with the recommended information. For example, HR has an alphabetized listing of which HR staff member should be contacted for any HR related questions.

46. Improve website directory data accuracy about SEAS community members.  
The following include a number of short- and long-term recommendations:

a. Short-term: manual improvements—Establish shared ownership responsibility for the SEAS directory amongst HR, Academic Affairs, Communications, and Computing, led by the Executive Director for Computing; correct errors and inconsistencies in records and populate blank fields in records; institute a periodic audit and update process. \((AP)\)\((C,D)\)\(2\)

This effort is in progress, in conjunction with the data warehouse initiative. Completion is expected by the end of the spring semester.

b. Longer-term recommendations to ensure a more up-to-date, accurate, useable, and easily updatable directory—A technological redesign of the directory should be completed as part of the SEAS website redesign. Include stakeholders in a committee charged with the directory redesign process. Recommended features and attributes include: Implement use of PIN to access proprietary information; make all fields searchable; link directory update process to AAAD; allow for Boolean searches; provide photos; provide business cell phone numbers; use the University directory and the upcoming Identity and Access Management (IAM) program to auto populate the directory. \((AP)\)\((C,D)\)\(5\)

A possible future project.

IV) Finance

47. The Finance Office should develop a communication strategy for enlisting the help of the faculty to identify when external gifts are expected to the University. One type of gift that reaches the University, referred to “gifts for current use,” primarily includes industry gifts in support of faculty research. These gifts often arrive at the University without the information necessary to identify the recipient. As a result, a gift may languish, sometimes for many months, until the correct School/department is notified. The Finance Office should develop a memo to (and a corresponding webpage with the same information for) SEAS faculty, educating them about the challenges of identifying these gifts in a timely fashion, and on how best to approach defining the terms and managing the funds and related fees. \((AP,FS)\)\((A,B,C,D)\)\(2,3\)
The Finance office now meets every month with two different groups within the Development office. One meeting is designed to review incoming proposals or answer questions about the terms on existing gifts or endowments. Additionally, we use this meeting to discuss what is in the pipeline so we can ensure new gifts or endowments are consistent with the School’s campaign goals. The second meeting reviews all payments received for current use gifts or against a pledge. Collectively, both of these meetings have significantly increased our knowledge of the terms related to gifts that are received and eliminated gifts sitting for extended periods of time at the RSO office.

48. **The Budget Office and the Executive Team should implement a process for requesting and approving off-cycle budget requests for both personnel and non-personnel expenditure proposals.** For requests above a to-be-determined threshold amount, the process should require the requestor to submit a written request using a format defined by the Budget Office that contains a rationale and an explanation of why the office’s current budget cannot be used to cover the proposal. The requests will be batched and reviewed by the Executive Team at intervals to be determined. The Budget Office will provide the Executive Team with cumulative lists of such requests, including past requests and approvals to provide a broad view of the cumulative impact of these proposals and decisions as the fiscal year unfolds. *(AP)(A,D)(3)*

A new off-cycle budget request policy was implemented in FY14.

49. **Develop a system so that faculty and administrators can receive accurate and up-to-date financial reports and projections on grants, accounts, and projects, and so PIs may have up-to-the-minute financial overviews of their grants, gifts, and research account portfolios.**

A SEAS-specific project to create a web-based “PI Dashboard” that incorporates gifts and startup accounts in addition to sponsored research funding is nearing completion. While this dashboard is similar to a report that has been developed out of GMAS, neither one in its current state meets all of SEAS’ needs. A committee of stakeholders, including faculty and faculty administrators, should help the relevant offices plan to further improve the quality of reports available to faculty and relevant administrators. *(AP)(A,C,D)(2)*

The PI Dashboard was implemented in FY14.

50. **Budget managers should ensure that those who have purchasing responsibility for a given office or functional area have access to the appropriate budget information so that they can make informed decisions.** *(SE)(C,D)(5)*

Completed. Late last year, the new Decision Support Group led by Matt Preston began sending out monthly budget variance reports and setting up meeting with Budget Managers. This will continue throughout the FY15 budget process and Budget Manager.
51. *The Finance Office should regularly audit the SEAS financial “orgs” and those people authorized to use associated account codes to reduce the extensive amount of time currently necessary to process journals for the incorrect use of account codes for purchases.* (AP)(A)(3)

Over the past year, the Finance Office has reorganized the financial “orgs” to reflect changes in the leadership structure, new programs that have been created or others that have been terminated/changed, and the need to record expenses within the appropriate org regardless of the funding source. Additionally, meetings are now occurring with each budget manager to review spending against approved budgets and the PI Dashboard has allowed Research staff to track expenses on a daily basis.

52. *Change the format of the Employee Action Form (EAF) to a web-based application.* The current form used by HR, Budget, and Payroll to approve personnel actions for staff positions is cumbersome because of its design and because it is a paper form sent between offices via courier for signatures. It should be updated as a web-based form. Representatives from the three offices noted should work with the Computing technology team to begin to develop the requirements for the online form. (AP)(A)(5)

43 & 52 – The finance and accounting team is working with HR and Academic Computing to create electronic EAF with automated routing to improve the process for administrative transactions (payroll changes, job postings, etcetera).

This action is currently being addressed and it is expected that the Computing office will be able to complete this action in the Spring of 2014.

V) Facilities and Space

**Communication about and requests for space**

53. *Offer quarterly meetings/discussions on space planning, especially when plans involve staff moves; make public the plans and meeting notes and allow for staff comment via web-based interface.* (SE)(C)(5)

Space Planning has been a topic discussed at most Executive Deans’ Coffees and Management Operations meetings for the past year, which are each held quarterly at minimum. Regular Space Planning updates are also available in the monthly publication "Inside SEAS."

54. *Create a process to manage space requests and community expectations about space availability, allocation, and use, and to better communicate about these matters.*

Space requests within the short term (next 5 years) should be considered as early as possible and will need to be considered in the context of current, limited resources. The Office of Space Planning and Design should use the following protocols:
a. As new hires and promotions are considered, lab spaces should be planned in coordination with the faculty members, Dean, and Executive Deans. (AP)(A,C)(1)
b. Office space for ladder and non-ladder faculty should be planned with the relevant Area Deans and Area Administrators, and in consultation with the Executive Deans and Dean, as necessary. (AP)(A,C)(1)
c. Office space for staff should be planned with the Executive Dean for Administration and the Executive Dean for Research and Education. The Office for Space Planning and Design will communicate with the managers of staff members. Managers should inform staff members as space is assigned. Managers should submit any specific space requests directly to the Office of Space Planning and Design. (AP)(A,C)(3)
d. Common space and student space should be planned with the Executive Dean for Administration and the Executive Dean for Research and Education. (AP)(A,C)(1)

For the purposes of addressing communication of space changes:

e. Include monthly space updates in Inside SEAS to communicate changes to the community. (AP)(C)(1)
f. Publish guidelines for the considerations that should be taken into account when making space decisions. (AP)(C,D)(5)

Items A, B, C, D and E are already implemented. Item F will be complete with the Space Guidelines which is an FY14 goal.

Printing, copying, and mail

55. The process for managing printer supplies and paper should be modified to avoid unnecessary service interruptions, by including the following:

a. Computing should optimize supply ordering for networked printers with the vendor. (AP)(A)(3)
b. The Facilities Office, which is responsible for paper orders, and stocking public supplies, should develop a process to monitor the public networked printers so that there is always adequate paper on hand. (AP)(A)(1)

c. Computing should provide, to Facilities and users, a list of the currently networked printers for which toner supplies are ordered automatically. (AP)(A)(3)
d. Computing should develop a procedure for determining whether a printer should be networked, and should network as many as possible. (AP)(A)(5)
e. Computing and/or Facilities should investigate whether swipe cards or badges might be used on public networked printers in order to print. (AP)(A)(5)

The Facilities Office has implemented a process where public printers and copiers’ paper supplies are checked and stocked daily.

c. Computing should provide, to Facilities and users, a list of the currently networked printers for which toner supplies are ordered automatically. (AP)(A)(3)
d. Computing should develop a procedure for determining whether a printer should be networked, and should network as many as possible. (AP)(A)(5)
e. Computing and/or Facilities should investigate whether swipe cards or badges might be used on public networked printers in order to print. (AP)(A)(5)

55&56 – Procurement is leading an effort to manage our printers and copiers under one vendor (i.e. Ricoh or OfficeMax) and migrate support from two departments to one (most likely IT). It is expected we will complete the RFP for this by April, 2014.
56. **Update the fleet of shared copiers across SEAS to improve service, efficiency, and reliability.** The Facilities Office should:
   a. Negotiate a lease for new copiers to replace the current fleet. (AP)(A)(1)
   b. Distribute new access codes to all users. (AP)(A)(1)
   c. Arrange vendor training and post instructions near machines and online. (AP)(A,B)(1)
   d. Arrange for email addresses to be auto-populated to the new machines to facilitate for users the transfer of scanned documents. (AP)(A)(5)


55&56 – Procurement is leading an effort to manage our printers and copiers under one vendor (i.e. Ricoh or OfficeMax) and migrate support from two departments to one (most likely IT). It is expected we will complete the RFP for this by April, 2014.

57. **Improve SEAS mail services.** (AP)(A)(3)

   To help standardize mail service so that it is secure, reliable, and understandable for the entire SEAS community, the Facilities Office should:
   a. Update mailbox lists and directories regularly;
   b. Audit for mailbox need regularly;
   c. Agree to move to locked boxes as the budget allows and as each mail area is approved for renovation;
   d. Provide keys to those who don’t have them and are assigned to a shared locked box.

The Facilities Office updates and audits mailboxes and directories twice a year; keys are provided to those with locked boxes.

**Building access and signage**

58. **Update the system for requesting and tracking keys and ID card access to improve security and service.** Specifically, the Facilities Office should:
   a. Identify new software (perhaps also using AAAD) to track keys and card access requests. (AP)(A)(1)
   b. Move to an online application/authorization process that would require the approver to enter a PIN to authenticate. (AP)(A)(5)
   c. Plan to convert lab doors to card access to maximize safety and security. (AP)(A)(5)
   d. Create an inventory of all labs that are currently card accessible and set a goal to convert all labs to card access in three years, or as budgets allow. (AP)(A)(5)

The Facilities Office has implemented a new key tracking software, and spaces are considered for card access when they are renovated.

59. **Create appropriate directional signage around the SEAS campus to facilitate access to SEAS offices, especially in the Northwest Building annex and 20 University Road.** These offices are very difficult to locate. (SE)(C)(5)
Electronic signage at NW needs to be updated. SEAS has requested that FAS update the electronic signage. Pam Redfern, Director of Space Planning will continue to work with FAS toward this recommendation.

Signage at 20 University Road is in place. Signage at ground and first floor entries is requested to be in compliance with the building standard.
**TASK FORCE OBJECTIVES AND TASK FORCE MEMBERSHIP**

Task Force Objectives

*Administrative Development Task Force*

**Goal**
Articulate the administrative “vision” for SEAS so that administrative activities can be aligned accordingly, and so that administrators and managers can receive the best support, guidance, and training possible.

**Objectives**
- Provide a written overview of the administrative goals associated with the Dean’s “vision” for SEAS.
- Define methods for communicating and explaining these goals to managers and staff.
- Develop strategies for aligning managers’ and staff members’ efforts with the goals, such as through PDP planning.
- Develop recommendations for enhancing the culture of positive feedback and developing staff and manager skillsets.
- Work with the HR director to articulate a manager development program that supports individual development (training; external coursework; coaching; etc.) and to define a set of competencies for SEAS managers.
- Further develop recommendations from the Staff Engagement Task Force.

*Administrative Process Task Force*

**Goal**
Improve the effectiveness and the efficiency of administrative processes in SEAS, especially those involving multiple offices and/or administrative subgroups (such as area administrators).

**Objectives**
- Identify administrative processes in SEAS that could be more efficient.
- Identify relevant stakeholders (groups/offices) who could be engaged in process improvement activities.
- Define inefficiencies that exist because needs fall beyond the scope of the existing administrative structure.
- Assess whether the underlying causes or issues are affected by:
  - Office or staff roles and/or responsibilities that are not clearly defined.
  - Inefficient communication (often linked to bullet above).
  - University-wide policies or processes.
  - Technological obstacles.
  - Insufficient staffing.
  - Staff training needs.
  - Leadership.
- Develop recommendations to improve administrative processes. The assessment should include input from the Faculty Support Task Force, comparisons with best practices or with other schools or peer institutions, where applicable.
**Faculty Support Task Force**

**Goal**
Enhance the support that faculty members receive from the administration for their teaching and research endeavors.

**Objectives**
1. Assess the current structure of both direct and indirect support services being provided to faculty within SEAS:
   - Identify components of good service. What services are being provided and by whom?
   - What services are we providing well? What services are either not being provided or are cumbersome to provide? What could we do to improve efficiencies?
   - Are roles and responsibilities clear across the school? What needs to be clarified?
   - What effect does collaboration with other Harvard schools/departments have on the workload? What are the obstacles?

2. Assess the effectiveness of the area structure:
   - What is the current structure? Is the current structure sufficient to support modern research groups in terms of the percentage effort afforded to each faculty member and the competencies (job descriptions) currently employed?
   - What basic competencies do faculty support staff at each grade level need in order to provide support in the 21st century? Are they well equipped to perform their jobs effectively?
   - How does the structure in place at SEAS compare with other science schools and divisions at Harvard, or with peer institutions?
   - Has the area structure and involvement of the area administrators helped to build functional support teams that coordinate resources strategically?
   - Examine the role of the Area Administrators: Are their responsibilities clearly defined?
   - Is sufficient backup available when faculty support staff are out for vacations or extended leave? How can we provide better backup support?
   - Are there career paths for faculty support staff commensurate with their levels of experience and expertise? Are professional development opportunities available at Harvard for faculty support staff members?

**Staff Engagement Task Force**

**Goal**
Develop a menu of three or four actions that SEAS might take in the immediate future to enhance staff engagement with little or no budgetary impact.

**Objectives**
- Review in detail SEAS Engagement Survey and Pulse Survey results
- Identify areas where staff engagement is problematic
- Assess whether the underlying problems or concerns are due to issues such as:
  - Leadership/decision making
  - Ineffective/insufficient communication at leadership and manager level
  - Lack of transparency
  - Insufficient community building events
- Insufficient training/introduction to SEAS offices/departments and organizational structure for new employees
- Other
Task Force Membership

Administrative Development Task Force
- **Michael Rutter**, Communications Director (*Chair*)
- **Paul Bottino**, Executive Director, TECH
- **Shannon Cardillo**, Faculty Administrator
- **Marie Dahleh**, Assistant Dean for Academic Programs
- **Krissy Day**, Manager for Administrative & Academic Affairs
- **Danielle Festino**, Associate Director, Office of Resource Development
- **Rebecca Hegarty**, Accounting Manager
- **Ann Marie King**, Faculty Assistant
- **Steve Marley**, Director of Human Resources
- **Rob Plosker**, Payroll Manager
- **Claudia Stearns**, Faculty Administrator

Administrative Process Task Force
- **Ed Kleifgen**, Associate Dean for Administration and Academic Affairs (*Chair*)
- **Eric Asetta**, Assistant Director of Research Administration
- **Naomi Brave**, Coordinator II
- **Jen Casasanto**, Director of External Programs
- **Pam Choi Redfern**, Director of Space Planning and Design
- **Don Claflin**, Facilities Manager
- **Moriah Freeman**, Executive Assistant to the Dean
- **Julie Holbrook**, Director of Student Affairs
- **Steve King**, Interim Executive Director for Computing
- **Sandra Klemm**, Director of Events
- **Jill Larson**, Area Administrator
- **Tom Nawabi**, Controller
- **Caroline Perry**, Communications Administrator
- **Matt Preston**, Assistant Director of Budget
- **Diane Schneeberger**, Assistant Dean for Academic Affairs

Faculty Support Task Force
- **Marina Magid**, Assistant Director of Research Administration (*Co-Chair*)
- **Arlene Stevens**, Area Administrator (*Co-Chair*)
- **Tara Araque**, Senior Grants and Contracts Specialist
- **Tom Bourgeois**, Financial Analyst for Capital Assets
- **Josh Cooper**, Director of Undergraduate Student Affairs and Course Administration
- **Tristen Dixey**, Area Administrator
- **Ben Gerber**, Info Tech Support Associate II
- **Eliza Grinnell**, Communications Project Manager
- **Meg Hastings**, Academic Appointments Manager
- **Katie Higgins**, Faculty Administrator
- **Jill Larson**, Area Administrator
- **Nora McDonald**, Floating Faculty Assistant
- **Nadija Mujagic**, Senior Grants and Contracts Specialist
- **Noemis Ortiz**, Manager of Card Services, Reimbursements & Accounts Payable
- **Susan Welby**, Faculty Coordinator
- **Marybeth Wilcox**, Assistant Director of Human Resources
**Staff Engagement Task Force**

Sandra Klemm, Director of Events (*Chair*)
Paul Bottino, Executive Director, TECH
Sara Hamel, Environmental and Biological Lab Engineer
Margo Levine, Assistant Director for Undergraduate Studies in Applied Mathematics
Steve Marley, Director of Human Resources
Matthew Miller, Senior Systems Architect - Academic Computing
Rob Plosker, Payroll Manager
Michael Rutter, Communications Director
Ginoos Takand, IT Support Associate I
Susan Welby, Faculty Coordinator