



Dickeson's recommended criteria for measuring administrative programs are:

I. Suggested Questions for Administrative Units

1. What are the main objectives of your unit, and how do you measure success in achieving them?
2. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?
3. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours.
4. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the College's mission?
5. How could the College help your unit do its job better?
6. In what ways does your unit relate to other units of the College, academic and nonacademic? For example, what services do you provide to other units? What services do other units provide to you? On what tasks do you collaborate with other offices?
7. What skill sets and resources does your unit possess that can be shared with other units at slack times?
8. Which individuals in your unit are cross-trained, and in what areas?
9. What resources do you need to improve your services to a superior level?
10. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?
11. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?
12. How do you review and evaluate your department's yearly performance?
13. Explain how your unit could function with
 - a. A 10 percent reduction in staff
 - b. A 20 percent reduction in staff
 - c. A 30 percent reduction in staff
 - d. A 10 percent reduction in nonpersonnel resources
 - e. A 20 percent reduction in nonpersonnel resources
 - f. A 30 percent reduction in nonpersonnel resourcesWhat would be the consequences, or other effects, on service delivery in each case?

II. Suggested Questions for Analysis

1. What opportunities exist for greater collaboration and team approaches in the delivery of services?
2. How many "middle managers" do we have? Are there opportunities to reduce middle strata in the organization and expand the span of control?
3. What technological improvements could be made that would result in labor savings?
4. How can a service be more efficiently delivered?
5. What processes do we have that can be streamlined, or eliminated, to improve service delivery?
6. Restructuring: What efficiencies might be gained by consolidating similar entities?
7. Personnel: Have we "worked around" or "structured around" deadwood and other personnel issues, and is this the time to stop indulging and start confronting them?
8. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, or cheaper?
9. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?
10. Benchmarking: Compare your unit with similar units at other institutions or with national norms.

