



SAMPLE:

Administrative Services Review Report

HOW TO USE THIS DOCUMENT

This document illustrates what a sample administrative services review might include. Public higher education systems could provide institutions with tools and templates to conduct similar reviews on their campuses, and system leaders could identify common challenges and explore cross-system support to improve institutional efficiency and operations.

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Executive Summary

This anonymized public higher education institution conducted a review of its administrative services to identify opportunities to improve operational efficiency. The review was conducted alongside an Academic Portfolio and Resources Review and during a period of senior leadership transition. Across the project, the campus demonstrated a shared commitment to building the processes and practices needed for data-informed, continuous improvement.

Efficiency opportunities should be considered alongside service quality, particularly the student experience. The institution can continue to support high-quality student service by:

1. Clearly defining what student-centeredness means for the institution; and
2. Using quantitative and qualitative data to guide strategic resource allocation.

Evolving enrollment patterns, financial constraints, and rapid technological change require the institution to continually adapt its administrative structures and processes. This report highlights strengths including dedicated personnel, a collaborative culture, and innovative approaches to student support and research. It also identifies opportunities to streamline workflows, strengthen interdepartmental communication, and invest in data governance and business intelligence (BI).

Top-Level Recommendations and Aligned Unit-Specific Recommendations

1. Define student-centeredness for the institution and position it as the institution's shared future vision—its north star.

- Remain committed to the institution's current undergraduate research opportunities as an enrollment and student success differentiator. (Academic Affairs, Enrollment, Marketing & Communications)
- Shift responsibility to the Office for Admissions for the engagement of admitted and committed students to support their becoming enrolled students. (Enrollment, Student Services, Success, and Wellness)
- Work to clarify how students are made aware of and access student-focused services, particularly basic needs services. (Student Services, Success, and Wellness)
- As a retention initiative, explore a wider variety of on-site food options that are financially sustainable. (Student Services, Success, and Wellness)

2. Establish a culture of data governance, access, and use that helps the institution respond to student needs and steward public resources responsibly.

- Explore opportunities for the institution to have access to a dedicated full-time Institutional Research position to facilitate reliable and accessible data that informs decisions supporting student enrollment, momentum, and completion. (Institutional Research, Academic Affairs)
- Coordinate with Information Technology to develop, implement, and leverage improved data governance practices. (Institutional Research, Information Technology)
- Continue building transparency and accountability at all levels of the organization by enhancing business intelligence and incorporating data into decision-making. (Business Services)

- Seek to reduce the number of standalone software applications and prioritize solutions that integrate well with existing systems. (Information Technology)
- Foster greater collaboration with other campuses to share knowledge and resources, reduce on-the-ground burden, and support a more proactive, data-informed approach to maintenance. (Facilities)

3. Implement measurable administrative performance metrics that improve workflows and align with the institution's north star.

- Develop additional user-friendly interfaces for Workday and related systems, especially for tasks like interdepartmental chargebacks, grants, travel reimbursement, and purchasing. Consolidate platforms where it is possible to reduce confusion and streamline access to resources. (Business Services)
- Maintain emphasis on simplifying forms, approval workflows, and overall Workday navigation to make tasks quicker and easier for faculty and staff. (Business Services)
- Align pre-major and in-major advising software, approaches, and communication strategies to create a seamless student experience. (Student Services, Success, and Wellness)
- Review policies and procedures related to keys and key card access to ensure that Facilities is fully aware of building access and use. (Public Safety and Parking, Facilities)

4. Respond to enrollment challenges through clearly defined roles and responsibilities for each administrative unit, as well as a renewed emphasis on retention and innovative re-enrollment strategies.

- Charge Enrollment with leading innovative re-enrollment initiatives that engage the entire campus community. Use internal Slate expertise in other student success areas, including Advising, to improve efficiency and coordination across units. (Enrollment)
- Engage in an annual academic portfolio and resources review process to ensure that academic offerings are aligned with student demand and resources are being appropriately allocated. (Academic Affairs)
- Coordinate with Student Services, Success, and Wellness to clarify the shared roles and responsibilities these units have, particularly related to student retention and student success. (Academic Affairs, Student Services, Success, and Wellness)
- Evaluate the course schedule matrix to optimize faculty teaching loads and respond to student concerns about course availability. (Academic Affairs)

5. Adjust the Chancellor's Cabinet structure so retention and student success initiatives receive appropriate focus and resources.

- Strengthen the Finance and Operations partnership with Academic Affairs, particularly on financial data needed for the annual academic portfolio and resources review, and use that relationship to deepen collaboration with other units. (Finance & Operations, Academic Affairs)

6. Revisit remote and hybrid work practices to ensure student-facing services are consistently accessible in person.

- Ensure on-campus staff presence for student-facing services. (Student Services, Success, and Wellness)
- In response to rising Help Desk ticket volume despite enrollment declines, explore deeper collaboration with the main campus IT help desk. (Information Technology)

Together, these recommendations position the institution for long-term success as a student-centered institution. They emphasize continuous improvement, data-informed decisions, clear performance metrics, stronger cross-unit collaboration, and renewed focus on student retention and success. Implementing these recommendations will help administrative services remain responsive to students, faculty, and staff while supporting responsible stewardship of public resources.

Approach and Methodology

The findings are based on a review of the institution's administrative services to identify opportunities for cost savings and service improvement. The process included analysis of staffing data and organizational structures, review of unit-specific documents, and regular meetings with senior leaders and project sponsors.

Two web-based surveys gathered additional feedback: one for faculty and staff, and one for students focused on Orientation, Advising, Course Scheduling, and Student Clubs and Organizations. Survey responses complemented interviews and data reviews, creating a holistic assessment of administrative services. The recommendations below align with the institution's current organizational structure.

Academic Affairs

Academic Affairs coordinates Academics, Enrollment, and the Library. Interviews and survey data indicate steady guidance despite leadership transitions, while also noting challenges related to sustaining momentum, manually tracking faculty activity, and limited collaboration with Student Services. Locating Enrollment within Academic Affairs creates an opportunity to strengthen coordination on student access and retention; deeper partnership with Student Services, Success, and Wellness could also help improve undergraduate retention.

Course scheduling warrants review, as students and faculty cited limited class times and inflexible schedules. Enrollment trends reinforce the importance of this assessment, with recent patterns showing modest undergraduate change, graduate enrollment pressure, and growth in select professional programs.

Academic Affairs often advances student success through committees and working groups. To maximize these efforts, each group should have a defined scope, expected outcomes, and a clear end date. Access to a full-time institutional research position would also improve cross-department collaboration and streamline access to student success data.

Academic Directors play a critical role in overseeing departmental operations, supporting faculty, guiding curriculum development, and safeguarding academic integrity. To strengthen leadership capacity, Academic Affairs should consider term limits for these appointments in ways that preserve institutional knowledge while creating broader professional growth opportunities.

Academic Affairs Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Maintain undergraduate research opportunities as an enrollment and student success differentiator.	Ongoing	Higher impact, less time to implement
Guarantee that all committees and working groups dedicated to student academic success have defined goals, expected outcomes, and set end dates.	0-3 months	Lower impact, less time to implement
Engage in an annual academic portfolio and resources review process to ensure that academic offerings are aligned with student demand and resources are being appropriately allocated.	3-6 months	Higher impact, less time to implement
Explore access to a dedicated full-time Institutional Research position to support reliable data for enrollment, momentum, and completion decisions.	3-6 months	Higher impact, less time to implement
Coordinate with Student Services, Success, and Wellness to clarify the shared roles and responsibilities these units have, particularly related to student retention and student success.	3-6 months	Higher impact, less time to implement
Introduce term limits for Academic Leaders to broaden institutional knowledge and career development opportunities.	3-6 months	Lower impact, less time to implement
Evaluate the course schedule matrix to optimize faculty teaching loads and respond to student concerns about course availability.	6-9 months	Higher impact, more time to implement
Integrate Workday's Faculty Time module to more efficiently track faculty activity and effort.	9-12+ months	Higher impact, more time to implement

Library

The Library is viewed as a responsive resource for research, instruction, and student needs. It provides student-focused services that support technology access, course-related instruction, and academic engagement. These offerings are highly valued by students and are administered in partnership with related campus units.

As part of a larger library system, the Library benefits from integration with other campuses while still experiencing challenges. It maintains access to high-quality resources and efficient interlibrary loan turnaround times. However, interviewees raised concerns about transparency and collaboration in database charge calculations, negotiations, and cancellations. Recent communication improvements should be sustained.

The Library also uses a liaison model for collection development, instruction, and outreach. Collaboration with units such as the Writing Center and Math/Science Skill Center remains limited, though co-location offers potential for stronger partnerships. Although the student-to-library staff ratio exceeds recent ACRL benchmarks, current enrollment trends do not warrant additional library staff at this time.

The library's ongoing commitment to student engagement and data-informed decision-making positions it as a leader and valuable partner in advancing student-centered initiatives throughout the institution. Actively participating in these efforts should reinforce the library's visibility and strengthen its connections with faculty, students, and staff across campus.

Library Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Develop quantitative methods to measure the impact and return on investment of the Library's popular student laptop lending program on retention and student success.	3-6 months	Lower impact, less time to implement

Institutional Research

The institution can strengthen data-informed decision-making by expanding institutional research (IR) capacity. A more robust IR function would improve data access and relevance, enabling better evaluation of efficiency, resource allocation, and alignment with institutional priorities. A comprehensive BI framework is essential to this work.

Despite extensive data collection, gaps in coordination and accountability persist. IR should lead campus-wide collaboration, produce actionable reports, and shift from annual profiles to more frequent, targeted data releases—such as for the Academic Portfolio and Resource Review. These changes will enhance responsiveness to evolving institutional needs.

Currently, IR operates with only 0.5 FTE, limiting data access and consistency. Broad campus support exists for access to a full-time IR professional with higher education expertise who serves the entire campus while maintaining ties to Academic Affairs. Expanding IR capacity is critical for robust planning, accountability, and evidence-based decision-making.

Institutional Research Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Explore access to a dedicated full-time institutional research position to support reliable data for enrollment, momentum, and completion decisions (with Academic Affairs).	3-6 months	Higher impact, less time to implement

Consider not publishing the Campus Profile in order to focus on collecting and sharing data required for an annual academic portfolio and resource review.	0-3 months	Higher impact, less time to implement
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Enrollment

Despite multiple reorganizations over the past two years, Enrollment has demonstrated adaptability, collaboration, and data-informed decision-making. The unit includes Admissions, Student Financial Services, Registrar, and the Campus Center. Interviews and survey feedback point to strengths in fostering a positive environment, improving student support services, and using data for continuous improvement. Admissions recently increased first-year enrollment and expanded K-12 outreach. The use of enrollment management technology to track student progress and support joint presentations has helped Enrollment demonstrate community engagement and operational alignment, offering a useful model for other units.

Opportunities remain to strengthen the enrollment pipeline and move confirmed students to enrolled status. Interviews and surveys indicate that the handoff from confirmation to enrollment is fragmented, contributing to confusion and summer melt. Respondents also cited campus experience factors, space constraints, and local affordability challenges as issues affecting campus appeal. Advising and orientation are not fully centralized or coordinated, and technology adoption—such as mobile readiness and AI-enabled student support tools—lags without a coordinated institutional strategy. Although not all of these areas sit within Enrollment, the institution can improve advising, orientation, administrative support, and data use to strengthen the pipeline.

The institution has intensified efforts across the admissions funnel to achieve enrollment goals. First-time-in-college applications declined 4% from 2023 to Fall 2025 and admits declined 3%. Confirmations increased 2%, and enrollments increased 1%. Even with these gains, converting confirmed students to enrolled students remains challenging; yield rates remain around 31%, and roughly 20% of confirmed students do not matriculate because of summer melt.

Enrollment Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Assign the Office of Admissions responsibility for engaging admitted and committed students through enrollment.	0-3 months	Higher impact, less time to implement
Charge Enrollment with leading campuswide re-enrollment initiatives.	0-3 months	Higher impact, less time to implement
Use internal Slate expertise in other student success areas, including Advising, to improve efficiency and coordination.	6-9 months	Higher impact, more time to implement

Student Services, Success, and Wellness

Student Services, Success, and Wellness is central to the institution's holistic student support. Through grants, programs, and resources, these units address a wide range of student needs. Core offerings include health, counseling, basic needs, and student engagement supports. Student feedback is positive, particularly regarding individual counseling and staff responsiveness; however, the institution should further assess how all students learn about and access these services.

Although the Wellness Center lacks external accreditation, current standards, including student-to-staff ratios, can help the institution evaluate service quality. Figure 1 illustrates how leaders could use participation and retention data to assess whether layered student success supports are associated with stronger first-year outcomes.

Despite these achievements, Student Services, Success, and Wellness faces operational and structural challenges. Data use relies heavily on qualitative insights, while quantitative collection and reporting remain manual and inconsistent, partly because of limited IR capacity. Although learning community success stories are compelling, gathering and communicating outcome data is difficult. IR is an important partner, but Student Services, Success, and Wellness must also help structure and interpret student success data, working with Academic Affairs to prioritize key requests and reduce duplication.

Survey and interview respondents frequently suggested facilities enhancements, including more student gathering space and expanded food service options; these ideas require further feasibility analysis. Students also noted that hybrid and remote work arrangements can strain student-facing services and collaboration. Student Services, Success, and Wellness should ensure that its core resource—its people—has a consistent on-campus presence.

Figure 1. Layered student success supports may strengthen first-year retention

Student Cohort	Retention Rate
No documented participation	68%
Success coach only	74%
Learning community only	79%
Success coach + learning community	84%

Executive takeaway: Use validated participation and retention data to identify which student success supports merit continued investment, scale, or redesign.

This report also recognizes the ongoing review and restructuring of advising. Current pre-major and in-program advising procedures are reported as inconsistent, which can delay or fragment support for transfer students. A coordinated advising system, standard platforms, and clearer advisor structures would strengthen support for first-year and transfer students.

Students described recent Orientation programs as useful but sometimes disorganized, difficult to navigate, and limited by insufficient interdepartmental communication and faculty participation. The institution should continue soliciting feedback from first-year and transfer students and use it to make data-informed improvements. To support enrollment outcomes, Enrollment should oversee students from commitment through enrollment.

The institution's ability to be student-centered depends in part on the effectiveness of Student Services, Success, and Wellness. Continued progress will require streamlined processes, stronger data systems, and enhanced cross-unit collaboration.

Student Services, Success, and Wellness Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Assign Admissions responsibility for engaging admitted and committed students through enrollment.	0-3 months	Higher impact, less time to implement
Ensure consistent on-campus presence for student-facing services.	0-3 months	Higher impact, less time to implement
Develop quantitative methods to assess the impact of first-year student success initiatives, including Orientation, first-year seminars, success coaching, and learning communities.	3-6 months	Higher impact, less time to implement
Align pre-major and in-major advising software, approaches, and communication strategies to create a seamless student experience.	3-6 months	Higher impact, less time to implement
Implement consistent tracking of student participation in student engagement and success initiatives.	6-9 months	Higher impact, more time to implement
Clarify how students are made aware of and access student-focused services, particularly basic needs services.	6-9 months	Higher impact, more time to implement
Use counseling staffing benchmarks to assess future student-to-counselor ratios.	0-3 months	Lower impact, less time to implement
Explore financially sustainable options for expanding on-site food service as a retention initiative.	6-9 months	Lower impact, more time to implement

Finance & Operations

Finance and Operations oversees Business Services, Facilities, Events, Human Resources, and Public Safety and Parking. It has demonstrated strong resource stewardship and resilience in managing budgets during challenging conditions. To align with the recommended Cabinet structure, the institution should consider having Information Technology report to Finance and Operations.

Finance and Operations has maintained financial stability despite budget cuts and enrollment declines, while still investing in digital solutions such as online parking passes and streamlined work orders. Survey feedback, however, highlighted concerns about budget transparency, limited stakeholder input, and complex internal processes such as chargebacks.

Opportunities for improvement include:

- Increasing transparency in budgeting and decision-making
- Streamlining hiring and administrative processes
- Adopting data-informed practices that help units manage people, time, and money effectively
- Fostering cross-department collaboration
- Investing in staff development

A renewed partnership with Academic Affairs signals progress toward these goals.

Finance & Operations Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Restructure Information Technology (IT) to report to Finance and Operations.	0-3 months	Lower impact, less time to implement
Strengthen the Finance and Operations partnership with Academic Affairs to support financial data needs for the annual academic portfolio and resources review.	0-3 months	Higher impact, more time to implement

Business Services

Business Services is recognized for knowledgeable staff, responsive support, and effective leadership. The department reliably manages payroll, grants, and budgets, even during staffing shortages, and is valued for tailored support and transparent communication. Collaboration with the grant office further highlights the benefits of shared services.

Opportunities include clarifying financial system approval processes, applying standard financial workflows consistently, and reducing knowledge gaps created by staff turnover. Faculty and staff noted that system complexity and frequent updates can create inefficiency, while heavy workloads and limited resources may delay approvals. Improved training and communication would help retain institutional knowledge. Streamlining purchasing, contract administration, and cash handling could reduce administrative burden. The ongoing enterprise system transition also creates opportunities to clarify roles, improve reporting, support centralized technology purchasing, and strengthen business intelligence across campus units.

Business Services Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Enhance business intelligence and decision transparency to strengthen accountability across the organization.	6-9 months	Lower impact, more time to implement
Develop additional user-friendly interfaces for Workday and related systems, especially for tasks like interdepartmental chargebacks, grants, travel reimbursement, and purchasing. Consolidate platforms	6-9 months	Lower impact, more time to implement

where possible to reduce confusion and streamline access to resources.		
Simplify forms, approval workflows, and Workday navigation to reduce administrative burden for faculty and staff.	6-9 months	Lower impact, more time to implement

Facilities

Facilities is recognized for improving accessibility, advancing sustainability, and collaborating across departments. Staffing shortages and turnover, however, have contributed to maintenance delays, inconsistent cleaning, and growing work order backlogs. Figure 2 illustrates how leaders could use work order volume and urgency trends to prioritize proactive maintenance planning, workflow discipline, and cross-campus support.

Figure 2. Rising work order volume reinforces the need for proactive maintenance planning

Fiscal Year	Total Requests	Urgent Share
FY2022	915	10%
FY2023	1,020	11%
FY2024	1,185	12%
FY2025	1,325	12%

Executive takeaway: Use validated facilities ticket data to prioritize deferred maintenance, strengthen work order workflows, and target cross-campus expertise where capacity is constrained.

The institution should prioritize proactive deferred maintenance planning using data and current systems. Closer collaboration with other campuses can provide needed expertise and resources. Continued focus on sustainability, cross-unit collaboration, and long-term asset management will help Facilities support the institution’s mission and evolving needs.

Facilities Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Coordinate with Public Safety to improve awareness of building access and use.	0-3 months	Higher impact, less time to implement
Use improved facilities data to develop a robust deferred maintenance plan and complete an energy audit.	6-9 months	Higher impact, more time to implement
Deepen cross-campus collaboration to share expertise, reduce operational burden, and support a more proactive, data-informed maintenance approach.	6-9 months	Lower impact, more time to implement

Strengthen space management processes using improved facilities data.	6-9 months	Lower impact, more time to implement

Human Resources

Recent Human Resources restructuring reduced on-campus staffing and raised survey concerns about centralized services, but it also presents opportunities for improved turnaround times and system-level support. The new structure may allow shared resources to be used more flexibly while preserving the institution's student-centered goals.

Regardless of where Human Resources staff are physically located, campus-level HR processes need improvement. Succession planning and interdepartmental communication are inconsistent, and recruitment practices vary by department. Faculty and staff also expressed interest in clearer professional development opportunities and formal growth programs. Addressing these gaps will help create a more unified approach and strengthen campus operations.

Human Resources Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Improve onboarding and offboarding processes to ensure reliable, consistent access to information and resources.	9-12 months	Lower impact, more time to implement
Establish clear protocols for institutional knowledge transfer (with Information Technology).	9-12 months	Lower impact, more time to implement

Information Technology

Information Technology (IT) has evolved from a small, reactive service provider into a collaborative campus partner. Faculty and staff recognize IT for expertise, customer service, timely responses, and comprehensive support. Achievements include shared services with other campuses, strong inter-campus relationships, and targeted student technology support. The unit is also recognized for adaptability, willingness to pilot new projects, and ability to maintain robust network infrastructure with limited resources.

IT faces staffing reductions, obsolete technology assets, and fragmented communication channels. The shift from capital expenditure to operating expense funding has created fiscal uncertainty, while limited succession planning and leadership development create business continuity risks. Standardized governance for technology platforms outside central IT is also limited, resulting in inefficiencies and siloed operations. Moving IT under Finance and Operations could help leadership focus on operational efficiency and resource planning.

While Help Desk ticket data does not fully capture all methods of support provided to faculty, staff, and students, Figure 3 illustrates how leaders could use demand trends to assess staffing models, shared-service options, and technology governance priorities.

Figure 3. Growing demand for Help Desk services highlights the need for scalable IT support

Fiscal Year	Total Tickets	Primary Demand Driver
FY2022	2,020	Faculty/staff
FY2023	2,130	Faculty/staff
FY2024	2,370	Faculty/staff
FY2025	2,540	Faculty/staff

Executive takeaway: Use validated Help Desk data to determine where shared-service coordination, expanded coverage, or clearer technology governance would most improve service reliability.

Given increased help desk volume and survey requests from faculty, staff, and students, IT should consider deeper collaboration with the main IT help desk, particularly for evening support. Job responsibilities should also be reviewed periodically to align with evolving operational needs.

Coordination with Institutional Research is essential to improve data governance and ensure IT infrastructure needs are reflected in future plans. A robust technology plan with clear timelines is also recommended. Reducing standalone software applications and prioritizing integrated solutions would improve efficiency and system cohesion.

Information Technology Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Use Help Desk demand trends to assess deeper collaboration with the main IT help desk, including potential shared-service or expanded-coverage models.	3-6 months	Higher impact, less time to implement
Coordinate with Institutional Research to strengthen data governance and incorporate IT infrastructure needs into planning.	6-9 months	Lower impact, more time to implement
Align job duties with current operational needs rather than historical practices.	6-9 months	Lower impact, more time to implement
Develop a robust technology plan with known needs and a clear implementation timeline.	9-12 months	Higher impact, more time to implement
Reduce standalone software applications and prioritize solutions that integrate with existing systems.	9-12 months	Lower impact, more time to implement

Public Safety & Parking

Public Safety and Parking Services manages parking, police, and security operations in an open campus model, which creates challenges related to public access. Campus safety campaigns and student outreach initiatives support student-centered goals. The team operates efficiently but faces staffing shortages, especially overnight and on weekends, when it often relies on student workers.

Building access is controlled through a card access system, requiring advance departmental communication. Greater collaboration with Facilities and the Events Office would improve operations; monthly meetings with the main campus provide a model for consistent security practices.

The swift rollout of virtual parking passes illustrates effective cross-unit collaboration, increased efficiency, and reduced complaints. Future reviews should consider how to balance revenue from paid parking for sponsored events with participation by students, faculty, staff, and guests.

Public Safety & Parking Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Review operational best practices regarding the use of student workers during weekends.	0-3 months	Higher impact, less time to implement
Balance paid parking revenue with participation at institution-sponsored events.	0-3 months	Lower impact, less time to implement
Review policies and procedures related to keys and key card access to ensure that Facilities is fully aware of building access and use.	0-3 months	Lower impact, less time to implement

Marketing and Communications

Marketing and Communications is valued for responsiveness and collaboration. The team informs campus and external audiences, promotes events and achievements, and upholds branding and accessibility standards. It manages social media, email marketing, web development, and content creation while collaborating closely with Enrollment on recruitment. Opportunities include targeted campaigns, expanded video use (recent video emails had four times higher open rates), and stronger cross-department collaboration. Website updates are intended to improve user experience and alignment with the institution's identity while enabling faster updates and more relevant content. Challenges remain in increasing regional visibility and positioning the institution as high quality. Centralized services should preserve local voice and responsiveness while maximizing resources and efficiency; a shared videographer or photographer position should be explored.

Marketing and Communications Recommendations for Consideration

Recommendation	Time to Implementation	Implementation Impact Gauge
Explore potential of sharing a videographer/photographer position with another campus.	0-3 months	Lower impact, less time to implement

Conclusion

This document is a sample report of an administrative services review. Public higher education systems could adapt this anonymized template to support similar reviews on their campuses, while replacing institution-specific examples, data points, governance labels, and service descriptions with locally validated information. System leaders could also use comparable reviews to identify common challenges and explore cross-system support and shared services to improve institutional efficiency and operations.