



Strategic Resource Allocation Project

Administration Response to Recommendations of the Support Task Force

November 2014

Quintiles 1, 2 and 5 Recommendations and Responses

Quintile 5 Functions

Definition of Quintile and Evaluation Criteria

Enhance: considered for enrichment to further improve program/function

1. function impacts multiple areas of the University (widely used)
2. function has a public impact
3. function is flagship or unique
4. function is high performing
5. function has a direct impact on students and/or staff
6. function's external mandates are high
7. function has potential to generate revenue
8. function is operating well; needs enrichment
9. function has increased demand, but cannot meet demand; needs increased resources; may have too much overtime in the function

Accounting (including Grant Accounting) ADDRESSED IN THE GENERAL COMMENTS

Accounting interacts and provides the University community, state and federal agencies with accurate and timely financial data; accounts for all University revenue and expenditures; handles grant management and reporting; manages all federal financial aid programs and numerous monthly reconciliations. This function impacts multiple areas of the University; is high performing, operates well yet needs enrichment; has increased demand without additional resources; has overtime and high external demand. The STF recommends a staffing review to decrease the overtime and supports enrichment to meet the demands of this function and support for technology updates. Of note as the University increasingly receives external grants, the demand on this function will also increase.

Accounts Payable – Invoice Payment and Vendor Management SEE GENERAL COMMENTS. IN ADDITION, ADMINISTRATION IS STRONGLY IN SUPPORT OF IMPLEMENTING TECHNOLOGY TO IMPROVE BUSINESS PROCESS. MUCH OF THE TECHNOLOGY PLANNED FOR DOCUMENT MANAGEMENT IS GOING TO BE IMPLEMENTED IN THE ADMISSIONS, ENROLLMENT, REGISTRAR, FINANCIAL AID AREA THIS YEAR AND SUBSEQUENTLY SPREAD TO OTHERS. THIS IS PART OF A PLAN TO REASSESS BUSINESS PRACTICES UNIVERSITY-WIDE.

Accounts Payable manages domestic and international vendor relations and payments, staff travel and student refunds and annual issuance of tax statements in accordance with relevant policy and codes. The

function is high performing and operating well; impacts multiple areas of the University; has public impact; has increased demand without increased resources; has increased demand it cannot meet; has direct impact on students and staff and high external mandates. The STF supports requests for enrichment to support scanning and travel software and an e-signature solution for the many required forms. Longer term cost savings and improvements in other functions will be seen if investment is made in this function.

Admissions Recruitment (Students) ADMISSIONS IS PRESENTLY EXPLORING VARIOUS PAPERLESS OPTIONS, USING INTERNALLY REALLOCATED RESOURCES. IT IS EXPECTED THAT OVER TIME, THIS TECHNOLOGY WILL BE ADOPTED BY OTHER AREAS. THE NEWLY APPOINTED ASSOCIATE PROVOST FOR ENROLLMENT MANAGEMENT HAS REVIEWED ALL RECRUITMENT FUNCTIONS AND HAS REVISED MANY JOB RESPONSIBILITIES. ANY ADDITIONS HAVE BEEN MADE USING INTERNAL REALLOCATIONS (CLOSING POSITIONS IN ORDER TO DEVELOP NEW ONES, SUCH AS THE CRM MANAGER).

Admissions Recruitment recruits and enrolls first-year, transfer, BLS, graduate, and international students to meet the University's mission and fiscal needs. This function has been in significant flux and the STF would like to see additional data on quality and cost effectiveness. The function is improving and appears to need continued aggressive support, leading the STF to place it in this quintile. The STF supports enhancements that will reduce application turnaround time and provide for a more paperless filing system which will also impact other functions of the University such as Registrar, Financial Aid and Student Accounts.

Alumni Relations SEVERAL INITIATIVES HAVE BEEN IMPLEMENTED INCLUDING IMODULES WHICH ENHANCES ALUMNI COMMUNICATIONS VIA E-PUBLISHING, E-MAIL AND SOCIAL MEDIA. ALUMNI RELATIONS HAS ESTABLISHED A SERIES OF REGIONAL NETWORKS ACROSS THE NATION WITH VOLUNTEER LEADERSHIP, AND ACTIVITIES AT UMW HAVE BEEN DRAMATICALLY EXPANDED AND/OR REVAMPED.

Alumni Relations creates opportunities for alumni to engage the University and each other in multiple ways (print, email, on and off campus events etc.). It is operating well, impacts multiple areas of the University; has public impact, has increased demand and a potential to generate revenue for the Foundation. Support of this function may also assist other functions, such as Admissions and Career Services. Enhancement would allow this function to better serve all alumni, especially with online alumni engagement software.

Athletic Clubs (as a whole) ATHLETIC CLUBS DO NOT ADMINISTER INTERCOLLEGIATE ATHLETICS. PRIORITIES AND EXPENDITURES ARE CONSIDERED EACH YEAR.

Athletic Clubs administers and supports the University's 26 intercollegiate competitive sports clubs, as well as intramural clubs. The function is operating well and the clubs are very popular among students, representing a valued element of university life and a possible recruitment/retention tool. Moreover, student demand is increasing. The STF supports requests for more indoor space and a professional medical trainer, rather than for travel funding.

Athletic Fields Operating and Maintenance AGREE WITH THE RECOMMENDATIONS. ENHANCEMENTS TO THE BATTLEFIELD COMPLEX WILL BEGIN THIS SPRING/SUMMER. CURRENT MAINTENANCE RESOURCES ARE BEING DISTRIBUTED AS WELL AS CAN BE EXPECTED.

This function maintains the athletic fields and surrounding landscape of the Battleground Complex, campus recreation fields and surrounding landscapes, a basketball court, and 4 UMW owned

properties.

The function impacts multiple areas of the University; has direct impact on students; a strong public impact; has increased demands that cannot be met with current resources; and it has potential to generate revenue. STF supports requests for enhancements to the irrigation system, ground condition and lights. Additional funding would strengthen several other areas as well as Athletics.

Capital Outlay Administration AGREE. THIS FUNCTION HAS ITS PRIORITIES ESTABLISHED AND WHEN FINANCIAL CONDITIONS IMPROVE THEY WILL BE CONSIDERED.

Capital Outlay manages all capital projects (renovation and new construction typically in excess of \$1 million in value); supports non-capital projects for procurement, management, and administration; oversees procurement of professional services (e.g., design) for both capital and non-capital projects. This function is operating very well and would benefit from enrichment; demands have increased without a corresponding increase in resources; external mandates are high; investment would impact several areas and may result in revenue generation.

Center for Historic Preservation ADMINISTRATION AND FACULTY WILL IDENTIFY OPPORTUNITIES TO ENHANCE THE CHP AND UTILIZE IT AS A PUBLIC RELATIONS AND RECRUITMENT TOOL.

The Center supports the undergraduate academic major in Historic Preservation by sponsoring lectures, workshops, symposia and conferences; by organizing fieldwork and international study opportunities for students and faculty; and by sustaining activities that expand opportunities for students to participate in preservation-related research. This function has a public impact, supports multiple areas of the University; brings positive recognition to the University and enhances the Advancement operations; is a flagship/unique facility; and the potential for revenue is also present. Technology would keep the center current.

CIE Study Abroad CIE HAS ALTERED SOME OF ITS PRACTICES IN ORDER TO INTERNALLY REALIGN STAFFING. IT IS EXPECTED THAT THIS WILL IMPROVE SUPPORT OF STUDY ABROAD.

This function within the Center for International Education facilitates short- and long-term study abroad opportunities for students. Demand for this function has increased, while resources have not; the function has a direct impact on students and has the potential to generate revenue. Investment in this function is likely to have a positive impact on other support functions and academic programs. The STF supports the function's request for increased staffing.

Debate Program WHILE SIGNIFICANT ADDITIONAL FUNDING TO SUPPORT DEBATE MAY NOT BE AVAILABLE IN THE SHORT TERM, IT IS CERTAINLY THE CASE THAT UMW'S SUCCESS IN DEBATE SHOULD BE MADE MORE VISIBLE THROUGH EFFECTIVE PUBLICITY AND MARKETING.

The Debate Program supports the educational mission of UMW through student participation in debate tournaments as a co-curricular, interdisciplinary, and high-impact learning activity. This function is high performing and operating extremely well; it is flagship and unique; enhances UMW's image and has public impact. The STF supports enhancement for additional computers and travel funding and feels that investment in UMW's highly competitive Debate Program could aid recruitment and retention.

Disability Resources BOTH THE RECENT APPOINTMENT OF THE ASSOCIATE PROVOST FOR ACADEMIC ENGAGEMENT AND STUDENT SUCCESS, WHO OVERSEES THIS OFFICE, AND THE NEW DIRECTOR OF DISABILITY RESOURCES SHOULD HELP ENHANCE THIS FUNCTION. LONGITUDINAL DATA SHOULD BE MAINTAINED TO

HELP ASSESS THE CHANGING WORKLOAD ENVIRONMENT, SO THAT ADMINISTRATORS CAN MAKE AN INFORMED JUDGMENT ABOUT THE NEED TO EXPAND SUPPORT.

Disability Resources oversees and coordinates direct services and accommodations to students with documented disabilities, working with staff and faculty to assure non-discrimination for students with disabilities. This function impacts multiple areas of the University; has increased demand; a direct impact on students and external mandates are high. The STF supports enhancement due to the increasing demand for services, which also have an impact elsewhere in the University.

Dodd Auditorium Operating INCREASED USE OF DODD AUDITORIUM WILL BE A PART OF THE PLAN FOR NEW REVENUE SOURCES. INCREASED HOSTING OF CONFERENCES, MEETINGS AND EVENTS HAS BEEN AND WILL CONTINUE TO BE ASSESSED.

Dodd Auditorium Operating provides a fully functional venue for theatrical performances for both internal and external clients. This function impacts multiple areas of the University and the public; has increased demand that cannot be met with existing resources and has potential to generate revenue for the University. The STF would like to see an assessment of customers and exploration of revenue generating opportunities. The STF supports the requests made by this function, as they would likely increase use of

Dodd auditorium, raise UMW's visibility, and may pay for themselves.

Domain of One's Own THE DIRECTOR OF THE DTLT SHOULD WORK TO DEVELOP AND IMPLEMENT A ROBUST MEANS BY WHICH THE SUCCESS OF THIS PROGRAM CAN BE EVALUATED. THE UNIVERSITY REMAINS COMMITTED TO SEEING THIS PROGRAM EXPAND, THOUGH ASSESSMENT DATA WILL BE CRITICAL GOING FORWARD.

Domain of One's Own provides students and faculty with a domain name and web space where they can create and maintain a digital identity that reflects and exposes their academic works; thus bringing greater exposure to UMW. This function impacts multiple areas of the University, has a public impact, is flagship/unique; and has a direct impact on students. This is a new initiative without quantitative or qualitative data (and no cost table was provided), however, the STF believes it will continue to grow, so the STF supports providing continued resources.

Finance (including Cash Management and Debt Service) STAFFING NEEDS HAVE BEEN IDENTIFIED AND WILL BE CONSIDERED ONCE THE FINANCIAL SITUATION IMPROVES. A DOCUMENT MANAGEMENT SYSTEM WILL BE PURCHASED THIS YEAR AND AFTER IMPLEMENTATION AND TESTING, WILL BE OFFERED TO FUNCTIONS SUCH AS THIS.

The main objective of Finance is to effectively manage the University's financial resources in a way that will maximize support for the University community while providing proper stewardship of public assets. Finance is high performing; impacts multiple areas of the University; is operating well; has experienced increased demand without additional resources, so demand cannot be met; and has high external demand. The STF supports an analysis of staffing to reduce overtime hours worked. STF also supports enhanced resources to ensure current technology and compliance with the multitude of external demands and increased internal demands. Of note is the replacement of the Commonwealth Accounting and Reporting System, which will place demand on an already taxed function.

Financial Reporting and Audit STAFFING AND TECHNOLOGY NEEDS HAVE BEEN IDENTIFIED AND WILL BE CONSIDERED ONCE THE FINANCIAL SITUATION IMPROVES. EMERGENCY COMPUTER NEEDS WILL BE MET AS THEY OCCUR.

Financial Reporting & Audit oversees and prepares annual financial statements; quarterly Accounts

Receivable Report; quarterly Accounts Payable Prompt Payment report; and coordination of the annual APA audit. It also responds to all audit requests and coordinates financial information for various outside agencies. The function impacts multiple areas of the University; has public impact; is high performing; is operating well yet needs enrichment; has seen increased demand without increased resources; and has consistent high external demand. The STF supports an assessment of staffing across the Finance area to reduce overtime hours worked, and computer upgrades as well as technology training where necessary.

Grants and Contracts Administration (External) AS THE QUANTITY OF GRANTS INCREASES, RESOURCES WILL BE DEVOTED TO ADMINISTER AND MONITOR THEM. GRANTS SHOULD INCLUDE OVERHEAD CHARGES TO COVER THE COST OF ADDITIONAL RESOURCES IN THIS AREA.

Grants and Contract Administration supports the solicitation and acceptance of externally sponsored projects and activities. The function is operating well; impacts multiple areas of the University; has a public impact; has increased demands that are not being met; has direct impact on faculty and staff; has external mandates and a potential to generate revenue. The STF understands that a recent contract for external grant consulting has been signed; it agrees that many areas will benefit from this contract though the function should be monitored to ensure that the goals are met and the University can administratively support the increased number of grants.

Grounds Maintenance and Administration IN RECENT BUDGET REDUCTION STEPS, GROUNDS STAFFING WAS MAINTAINED AT CURRENT LEVELS. AS FINANCES PERMIT, ADDITIONAL ENHANCEMENTS TO STAFF AND PHYSICAL FEATURES WILL BE CONSIDERED.

The Grounds function maintains and improves the landscape of the University properties. This function impacts multiple areas of the University; has impact on public, staff and students; has experienced increased demand without increased resources; and operates well and would benefit from enrichment. The STF supports resource investment to maintain our grounds, a significant campus asset, which provides an important first impression in recruiting students and staff.

HR Database Systems Administration THE POSSIBILITY OF CROSS-TRAINING IS BEING ASSESSED CURRENTLY. ADDING STAFF MAY BE CONSIDERED ONCE THE FINANCIAL OUTLOOK IMPROVES.

The Human Resources Database Systems Administration function manages the Banner HR and state employee information systems (PMIS) including implementation, testing and continuing operations of all system interfaces. The function operates well and is high performing; impacts multiple areas of the University; has experienced increased demands without increased resources; and has direct impact on all staff. The STF supports an assessment of staffing and exploration of new technology to allow systems to communicate. There is a risk with having only one person have primary responsibility for this function.

HVAC Department HVAC STAFF WERE SPARED DURING RECENT BUDGET REDUCTION STEPS. SOME HVAC EQUIPMENT IS USUALLY REPLACED EACH YEAR AS EMERGENCIES OCCUR AND FUNDING PERMITS. OPTIONS FOR PREVENTIVE MAINTENANCE PLANS HAVE BEEN REVIEWED AND WILL BE CONSIDERED ONCE THE FINANCIAL SITUATION IMPROVES.

The HVAC Department's main objectives are to provide 24/7 critical HVAC installation, repair, maintenance and operation of UMW building systems and equipment. The function impacts multiple areas of the university; has experienced increased demands without increased resources; has direct impact on students and staff; and external mandates are high. The STF suggests enhanced quality assessment. It supports exploration of additional resource needs, such as staff training, equipment replacement and a review of staffing.

Institutional Review Board CONCERNS ABOUT INADEQUATE SUPPORT FOR THE IRB SHOULD BE ADDRESSED IN A DIRECT CONVERSATION WITH THE PROVOST. WHILE THERE ARE NOT SIGNIFICANT FUNDS AVAILABLE AT THIS TIME, IT WILL BE IMPORTANT FOR THE PROVOST TO BETTER UNDERSTAND THESE CONCERNS.

This function reviews methodology and approves any research involving human subjects conducted by members of the UMW community to be disseminated to any public audience, to ensure the ethical and legal treatment of those subjects. The function operates well and needs enrichment; it has experienced increased demands without increased resources; has a high impact on students and staff and the external mandates are significant. The STF supports additional resources for this function.

IT Enterprise Application Services AS RESOURCES BECOME AVAILABLE, THIS FUNCTION WILL ALSO BE REVIEWED. CURRENTLY, ADDITIONAL SUPPORT IS OBTAINED THROUGH CONTRACTUAL SERVICES.

The IT Enterprise Application Services function manages the university's centralized enterprise data and security environments, and provides technical management, program development and support for the administrative information systems (Banner, Bosscars, Medica, Oracle etc.). The function is high performing, operating well and needs enhancement to meet increasing demands. It also has a high impact on students and staff. The STF recommends a review of staffing and resources for continued use of SharePoint; it would like to see improved quality assessment methods.

IT Infrastructure Administration THIS FUNCTION WILL BE REVIEWED BY THE CIO THIS YEAR.

The IT Infrastructure Administration function is responsible for the design, selection, configuration, installation, support, and maintenance of core information technology infrastructure. It is a vital function, with significant impact on the campus community. The STF supports an assessment of staffing, particularly given staff turnover, and exploration of virtual desktop environments. Additional resources for functions supported by IT Infrastructure Administration may be appropriate.

IT Security NEW SECURITY SOFTWARE HAS RECENTLY BEEN PURCHASED AND INSTALLED. TRAINING NEEDS WILL BE CONSIDERED IN THE NEW PROFESSIONAL DEVELOPMENT PLAN

The IT Security function works to safeguard and protect the university's enterprise data and systems. The function impacts multiple areas of the university, as well as the public; has a direct impact on students and staff; and external mandates are high. The STF recommends additional resources for training and software needs.

IT Support Services (Help Desk) A CONSISTENT EQUIPMENT REPLACEMENT CYCLE IS AND HAS BEEN A MAJOR GOAL STYMIED BY FLUCUATING FINANCES. FOR THE PAST SEVERAL YEARS, THE IT DEPARTMENT HAS BEEN GIVEN FUNDS AT YEAR END TO UPDATE PC'S. THIS WAS UNABLE TO BE DONE THIS YEAR.

The IT Support Services function oversees the installation, operation and management of the University's information technology equipment (including that of students, staff, faculty and classrooms). The function impacts multiple areas of the University; has seen increased demand without an increase in resources; and has a direct impact on students and staff. The STF supports a consistent equipment replacement cycle, as well as a review of staffing needs.

Judicial Affairs and Community Responsibility THIS AREA HAS EXPERIENCED A 10% REDUCTION IN FUNDING DUE TO THE BUDGET REDUCTION.

The purposes of this function are to adjudicate alleged violations of the university's Code of Conduct policies by students; to provide educational sanctions whenever appropriate; to foster the development of student ethics; and to minimize the harmful effects of students' alcohol and drug use and relationship

violence in the learning environment. The function operates well; impacts multiple areas of the university; has seen increased demand without increased resources; and has a direct impact on students. The STF acknowledges the recent addition of a full-time position; however, the STF supports additional resources for mentoring and wellness programs to create a more preventative atmosphere on campus. This may come in the form of collaboration with other functions.

Leave Tracking AN AUTOMATED PAYROLL SYSTEM THAT TRACKS ALL LEAVE AND WILL BE USED BY EMPLOYEES AND SUPERVISORS HAS BEEN PURCHASED AND IS BEING INSTALLED (KRONOS/MY TIME). ROLL-OUT IS SCHEDULED FOR EARLY 2015

Leave Tracking ensures that employee leave benefit programs are utilized according to university or state policies, leave records and balances are correct, and employees' paid absences are not in excess of their available leave. This function is high performing despite a paper process; has seen increased demand without an increase in resources; impacts multiple areas; has a direct impact on staff; and has high external mandates. While it acknowledges the recent purchase of Kronos, the STF recommends a staffing assessment and exploration of ways to automate the employee leave process and to provide supervisors with reports of leave balances for their employees.

Library Access Services FUNDING TO SUPPORT ADDITIONAL STUDENT AIDES WAS MADE AVAILABLE WITH THE OPENING OF THE ITCC, THOUGH THE LIBRARY DID HAVE TO REALLOCATE INTERNALLY TO EXPAND ITS SUPPORT OF THE LIBRARY'S ITCC DESK. IT WILL BE IMPORTANT, GOING FORWARD, TO DEVELOP DATA ON THE IMPACT OF THE ITCC ON THE USE OF STUDY SPACE IN THE LIBRARY.

Library Access Services manages the circulation of library materials and equipment; handles fines; provides academic reserves for UMW faculty; administers the interlibrary loan system; and maintains the stacks and re-shelves material. The function is operating well; has seen increased demand without an increase in resources; and has a direct impact on students and staff. The STF supports additional resources to increase student workers, to enhance the library management system, and to develop work spaces for group and individual study.

Library Collection Organization and Management BECAUSE OF LIMITED NEW FUNDING, THE LIBRARY HAS HAD TO ASSESS USAGE OF ITS COLLECTIONS—BOTH PRINT AND ON-LINE—TO IDENTIFY OPPORTUNITIES TO REALLOCATE AVAILABLE FUNDING. FOR THE SHORT TERM, THIS WILL CONTINUE TO BE THE CASE. IT WILL CONTINUE TO BE IMPORTANT FOR THE LIBRARY TO PROVIDE AN ANALYSIS OF NEEDS AS NEW PROGRAMS ARE DEVELOPED, AND BUDGETING FOR NEW PROGRAMS SHOULD INCLUDE THESE EXPENSES, WHEN THEY CAN'T BE COVERED BY REALLOCATION. DATA ON USAGE OF PRINT AND SERIAL COLLECTIONS SHOULD CONTINUE TO BE CONSULTED AS THESE DECISIONS ARE MADE.

The Library Collection Organization & Management function selects, acquires, processes, and catalogs information resources in all formats to support the programs of the University. This function serves both Simpson Library and the Stafford Campus Library. The function impacts multiple areas of the University; has public impact; has seen increased demands that cannot be met; and has direct impact on students and staff. The STF recommends expansion of collection materials for programs that are new or growing. Data for quality, external and internal demand and cost effectiveness should have been presented as requested in the template.

Library Reference and Instruction THE CLASSROOM SPACE WAS RECENTLY RENOVATED. THESE ARE ALL IMPORTANT GOALS, THOUGH, GIVEN LIMITED NEW RESOURCES LIKELY TO BE AVAILABLE IN THE SHORT TERM, THE LIBRARY WILL HAVE TO PRIORITIZE AMONG ITS NEEDS AND ASPIRATIONS.

Library Reference and Instruction provides reference assistance in all formats (in-person, telephone, email, and instant messaging) to all patrons; works with faculty to develop assignments and instruction

opportunities that help their students navigate research within a discipline. The function has a direct impact on students and faculty. The STF recommends a staffing assessment and exploration of ways to invest in software, classroom space and security cameras.

Non-Academic Multimedia Support Services PROGRESS IN THIS AREA WILL BE DEPENDENT ON IMPROVING FINANCES.

The Non-Academic Multimedia Support Services function provides audio-visual support for events sponsored by faculty, staff and outside clients at UMW-operated venues. The function impacts multiple areas of the University; has an impact on students, staff and the public; and has seen an increase in demand. While demand has been met to date, changes in state mandated staffing rules may impact function capacity. The STF recommends a staffing assessment, development of an equipment replacement plan, and supports requests for additional equipment. The STF would like to see better assessment of quality.

Paint Shop ADDITIONAL RESOURCES HAVE BEEN PROVIDED FOR THE PAST TWO SUMMERS IN PARTICULAR. SUPPORT AT CURRENT LEVELS IS EXPECTED TO CONTINUE FOR THE NEXT YEAR.

The Paint Shop performs painting and building surface maintenance and repairs to all University buildings and structures. The function impacts multiple areas of the University; has seen increased demand without increased resources; and impacts students, staff and the community. The STF supports the addition of resources, especially for the student paint crew, and for hiring contractors due to the aging and increasing facilities on campus.

Payment Options Management (including past due collections) THIS FUNCTION WILL BE REVIEWED THIS YEAR BY THE ASSOCIATE VP FOR FINANCE.

Payment Options ensures that multiple payment options are communicated, maintained and available to ensure timely collection of all student bills. The function has seen increased demand that cannot be met, especially without additional resources or enrichment; has direct impact on students; and has the potential to generate revenue. An additional position was recently added to Student Accounts which should enhance their collection of past due accounts. The STF would like to encourage better communication to increase usage of the different payment plans; the STF recommends additional resources to ensure technology is up to date.

Payroll Administration THIS FUNCTION WILL BE REVIEWED AS FUNDING BECOMES AVAILABLE. PERSONNEL ACTION WAS TAKEN THIS YEAR TO INCREASE STAFFING LEVELS BUT UNEXPECTED TURNOVER HAS LIMITED ITS EFFECTIVENESS. STAFFING CONCERNS ARE ACKNOWLEDGED AND MAY BE CONSIDERED ONCE FINANCIAL CONDITIONS IMPROVE.

Payroll administration processes and ensures timely and accurate pay to all University employees and ensures University compliance with all federal and state payroll regulations. The function impacts multiple areas of the University; is high performing; has seen increased demand without additional resources; has direct impact on students and staff; and external demand is high. The function has constant external deadlines, new complex regulations and a manual paper process. While it acknowledges the recent purchase of Kronos, the STF recommends a staffing assessment; it supports the automation of all Payroll processes.

Payroll Reporting and Reconciliations SAME AS ABOVE.

The Payroll Reporting and Reconciliations function provides weekly, monthly, semi-annual and annual reconciliations for all benefit and tax withholding; files payroll tax and benefit withholdings; tracks wage hours for compliance with various codes and processes wage withholdings per various court orders. This function is used by all areas of the university; has direct impact on staff and students; has

high external demand; and has experienced increased demands. This template provided great quality and cost effectiveness data. The STF acknowledges the recent purchase of Kronos; it supports the automation of all Payroll processes and dedicated staff to manage the continuing complex regulations.

Psychological Services Center (CAPS) THE CENTER RECEIVED ADDITIONAL RESOURCES LAST YEAR TO INCREASE THE HOURS FOR A PSYCHIATRIST TO BE ON SITE BUT MORE RESOURCES ARE NEEDED TO MEET DEMAND. THIS FUNCTION IS A HIGH PRIORITY SO WILL BE CONSIDERED FOR ADDITIONAL RESOURCES.

CAPS enhances student learning and wellness by providing comprehensive mental health interventions and increasing awareness and knowledge of mental health issues. This function impacts multiple areas of the University; is high performing; has seen increased demand without increased resources; and high external demand. This function provided strong evidence of quality work. The STF strongly supports the proactive, preventative ideas described in the opportunity analysis; it recommends increased resources to cover graduate students and would like to see addition of professional and administrative staff.

Rappahannock Scholars Program SEE MENTORING SECTION IN GENERAL COMMENTS.

Rappahannock Scholars Program is an outreach initiative to prepare low income, underrepresented and first generation students from six high schools in the Northern Neck region for college. The function is unique and has an impact on a limited number of students. The template provides good quality and cost effectiveness data. Of note is the loss of a grant supporting the program. The STF recommends exploration of additional funding sources to maintain the program; it is possible that synergies could be found between this and other mentoring programs.

Residence Life – Education LLC’S ARE EXPECTED TO INCREASE. SEVERAL HUNDRED PIECES OF FURNITURE ARE SCHEDULED TO BE REPLACED THIS YEAR.

The Residence Life – Education function provides learning and leadership opportunities through various residential programs. The function has a direct impact on students; has high internal demand; and has a public impact; students are currently required to live their first two years in residence. The function provided strong evidence of quality, high demand, and cost effectiveness. The STF supports the expansion of living learning communities to enhance overall education and the student experience; it would like to see a replacement plan for furniture, and recommends that study spaces be expanded.

Residence Life - Housing and Operations A PLAN FOR RENOVATING RESIDENCEV HALLS, ADDING AIR CONDITIONING AND REPLACING FURNISHINGS IS IN PLACE AND PROGRESS IS BEING MADE. NEW HOUSING MANAGEMENT SOFTWARE HAS BEEN PURCHASED AND IMPLEMENTED.

This function manages student housing by assigning students, mitigating conflicts, accepting payments, maintaining furniture and equipment, and managing emergency safety operations. The function has a direct impact on students; has high internal demand; and has a public impact. The function provided strong evidence of quality, high demand, and cost effectiveness. The STF supports exploration of housing management software and better amenities to attract and retain students.

Speaking Intensive Program LOCATING THE SPEAKING CENTER IN THE ITCC ALONGSIDE THE WRITING CENTER AND NEAR DTLT, TEACHING CENTER, AND THE QEP OFFICE SHOULD OPEN UP NEW COLLABORATIVE POSSIBILITIES FOR STUDENTS, FACULTY, AND STAFF. THE NEEDS DESCRIBED SHOULD BE ASSESSED AFTER THE FIRST YEAR IN THE ITCC. THE NEED FOR ADDITIONAL LOWER-LEVEL SPEAKING INTENSIVE COURSES SHOULD ALSO BE ANALYZED BY THE CAS DEAN AND ASSOCIATE DEAN IN THE CONTEXT OF GEN ED NEEDS MORE GENERALLY.

The Speaking Intensive Program supports the development of students' communication skills through courses, workshops and tutoring. The function is essential to the mission of the university; has a direct impact on students and faculty; and has high internal demand. The template provided good quality data indicating a strong performance. The STF feels that the Quality Enhancement Program (QEP) has infused additional resources and the move to the convergence center (ITCC) will increase visibility. If additional resources are not provided by the QEP or ITCC, the STF recommends increased funding for student aides and to offer lower level speaking intensive courses.

Sports Information Officer THIS FUNCTION DOES COLLABORATE WITH OTHER SIMILAR DEPARTMENTS SUCH AS PUBLIC AND MEDIA RELATIONS HOWEVER MORE OPPORTUNITIES FOR JOINT SUPPORT WILL BE SOUGHT

The Sports Information Officer function publicizes UMW's athletic programs at all scales and provides technical, design and publicity support for the Athletics Department. The function has a public impact; is high performing; has a direct impact on students; and has seen increased demand it cannot meet. The template provided good information in all areas, especially opportunity analysis. The STF recommends additional staffing support and possible collaboration with other functions such as Marketing, University Relations and/or Webcasting.

Student Community Volunteer Service VP FOR STUDENT AFFAIRS WILL ASSESS AS NEEDED.

Student Community Volunteer Service (COAR) promotes student involvement in the local community to enhance students' citizenship skills, explore community needs and learn about local responses to these needs. The function impacts multiple areas; has direct impact on students as well as a public impact; and has a potential to generate revenue. It has also experienced increased demands that cannot be met. The STF supports the request for additional resources to connect to community partners and recommends a staffing review. The STF would like to see improved quality assessment, especially in regards to impact on the community and feedback from community partners.

Student Health Center VP FOR STUDENT AFFAIRS WILL ASSESS AS NEEDED.

The Student Health Center provides primary care and medical services to sick and injured students; routine preventive medical services and psychiatric consultations. The function has a direct impact on students; the external demand is high and the function has a potential to generate revenue. The function provided strong evidence of quality, high demand, and cost effectiveness. The STF recommends additional resources to include coverage for graduate students, and supports the objectives of wellness education and nutrition, and the expansion of Medicaid.

Summer School Management (Unallocated) SEE THE RESPONSE TO THE ACADEMIC TASK FORCE REPORT.

This function manages the summer session at the University. The function impacts multiple areas of the University; has increased demand that cannot be met; has direct impact on students and staff; and the potential to generate revenue. The STF recommends the addition of a Summer School Director and support staff to manage the summer sessions more effectively across the Colleges, to study its potential and to enhance its productivity.

Sustainability PAYMENT OF INTERNS AND AN INDEPENDENT BUDGET WILL BE CONSIDERED BY THE VP FOR ADMINISTRATION AND FINANCE.

The Sustainability function advises and reviews sustainability initiatives in capital and non-capital projects, provides outreach and education to the community and advises groups, students and staff to effectively use limited resources. The function impacts multiple areas of the University; is operating well; has direct impact on students and staff; and a potential to generate revenue. The opportunity analysis aligns well with UMW's community service niche. The STF supports resources for paid student

interns and a committed budget for the function.

Teaching and Learning Technology Administration (DTLT) SEVERAL JOB RESPONSIBILITIES WERE CHANGED AS DTLT RETOOLLED TO ENABLE STAFF TO UTILIZE THE TECHNOLOGIES AND SPACES MADE AVAILABLE IN THE ITCC. FOR THE FIRST TIME, DTLT OPENED A CENTER DIRECTLY ADDRESSING STUDENT NEEDS: THE DIGITAL KNOWLEDGE CENTER, WHICH PROVIDES STUDENTS WITH SUPPORT SIMILAR TO WHAT THEY GET IN THE WRITING AND SPEAKING CENTERS. ONCE THE IMPACT OF THE ITCC IS FULLY REALIZED, AN ADDITIONAL REVIEW WILL BE UNDERTAKEN.

DTLT supports the instructional technology needs of the UMW community through instructional designed support, consulting and other services. The function impacts multiple areas of the University; has seen increased demand that cannot be met; and has direct impact on students and faculty. The opening of the Convergence Center will impact DTLT operations; therefore the STF supports a complete review of the DTLT division structure in coordination with other functions such as Domain of One's Own.

Theatre Guest Artist WHILE THE MAJOR FACILITY "UPGRADE" WOULD MOST LIKELY BE A THOROUGH RENOVATION AND POSSIBLY EXPANSION OF DUPONT, THEATRE DID RECENTLY GAIN ACCESS TO PARTS OF THE RECENTLY ACQUIRED HOSTESS PLANT (WHICH NOW SERVES AS AN OFF-SITE PRACTICE FACILITY) AND THE FORMER DTLT AND TEACHING CENTER SPACES (WHICH SERVE TO EXPAND EXISTING PRACTICE FACILITIES IN DUPONT). THE GUEST ARTIST PROGRAM REPRESENTS AN OPPORTUNITY TO DEVELOP EXTERNAL FUNDING (THROUGH PRIVATE DONATIONS).

The Theatre Guest Artist function supports the musical theatre program by bringing experienced music directors, sound designers, choreographers and skilled musicians to campus. The function impacts multiple areas of the University; has public impact; is operating well and needs enrichment; has seen increased demands without increased resources; has direct impact on students and the potential to generate revenue. UMW's theatre program could be considered a flagship program. The STF supports enhancement of student opportunities to work with various professionals as well as facility upgrades, which could increase revenue and attract high quality professionals.

University Web Services THE DECISION TO HOST THE WEB SITE IN THE CLOUD HAS BEEN MADE AND IMPLEMENTATION WILL BEGIN SOON. THIS MOVE WILL PROVIDE ADDITIONAL CAPACITY FOR FUTURE WEB SITE DEVELOPMENT. AT THE SAME TIME, UMW IS EXPLORING WAYS TO INCREASE SUPPORT FOR CONTENT DEVELOPMENT AS WELL AS ADDITIONAL TRAINING FOR ENDUSERS.

The UMW Web Services function provides 24/7 access into the culture and offerings of the University; it is the most accessed and visible of the communication tools, serving as the visual representation of the University brand. The function impacts multiple areas of the University; has public impact; and has direct impact on students. The function provided strong evidence of quality, high demand, and cost effectiveness. The STF supports additional resources to ensure UMW has a state of the art website and to enhance the University's mobile presence. A special note: The function needs to provide better training for the departmental webmasters.

Utility and Control Systems GRANT OPPORTUNITIES WILL BE SOUGHT. AN INNOVATIVE APPROACH TO INCREASE ENERGY CONSERVATION IS BEING CONSIDERED AT THIS TIME. STAFF IS FULLY UTILIZING THE MONITORING EQUIPMENT CURRENTLY IN PLACE. THE RECENT AND SOON TO BE NEW FACILITIES BRING IMPROVED EQUIPMENT AND CONSERVATION TECHNIQUES.

OVERALL UTILITY COSTS WILL NEVER BE REDUCED BUT THE SPEED OF THEIR INCREASE MAY BE MINIMIZED. ACTUAL CASH SAVINGS ARE NOT REALISTIC.

This function manages all operating utilities (electric, gas, water etc.), coordinates utility projects, and provides energy management and reporting. The function impacts multiple areas of the University; has direct impact on students and staff; has seen increased demand without increased resources; and has the potential to generate revenue. The template provided good information in all areas. The STF recommends seeking all possible grants and providing for energy efficiencies that may offset the cost of the equipment and software, which should reduce overall utility costs.

Webcasting and Video Recording THIS FUNCTION RECEIVED INCREASED RESOURCES APPROXIMATELY THREE YEARS AGO. ANY ADDITIONAL RESOURCES WILL BE DEPENDENT ON THE UNIVERSITY'S OVERALL FINANCIAL SITUATION.

Webcasting provides live web streaming, video capturing and recording of University events. The function impacts multiple areas of the University; has a public impact; has experienced increased demand and has an impact on students and staff. This is a new function with important promotional potential. The STF supports the requests made by this function for greater staffing and more equipment; it would like to see the development of a quality assessment mechanism that measures the value of this function.

Quintile 2 Functions

Definition of Quintile and Evaluation Criteria

Transform: need for substantial changes to improve program/function performance

1. function seems worthy/promising or is mandated by law or policies; however, a lack of data in one or more of the six assessment areas suggests that the function may require substantial changes
2. function seems worthy/promising or is mandated by law or policies; however, the template indicates one or more of the following: minimal support of the mission or daily operations, low or inconsistent demand for services, low or below-standard performance or quality, minimal cost-effectiveness and/or high costs compared to demand
3. function is already undergoing transformation, making it difficult to assess further; information provided suggests substantial changes are required

Admissions Office Administration THE ADMISSIONS EVENTS FUNCTION WAS BROUGHT UNDER NEW LEADERSHIP LAST YEAR. NUMBERS OF PARTICIPANTS HAVE BEEN STEADILY INCREASING OVER THE PAST TWO YEARS. WHILE IT WILL BE IMPORTANT TO CONTINUE TO MAINTAIN ASSESSMENT DATA (ESPECIALLY PARTICIPANT SURVEYS), THE ADMINISTRATION OF EVENTS SEEMS TO BE WORKING WELL AT THIS TIME.

This template described student outreach events (open house, discovery day) and recruitment efforts for potential students, rather than the overall administration of the Admissions Office. The function as described is enormously important to the institution, yet the template lacked information. External demand numbers was surprisingly low; quality data do not regularly include potential student feedback. The function explains its cost effectiveness with low set up costs, which it wishes to change in the opportunity analysis by making a greater investment. As this area is undergoing change, a detailed reexamination is needed.

Advancement Programs THE NATIONAL AVERAGE COST OF FUNDRAISING IS 20 CENTS OF EVERY DOLLAR RAISED. UMW IS WELL UNDER THE NATIONAL AVERAGE AT 12 CENTS PER DOLLAR RAISED. MEANWHILE UMW HAS UNDERTAKEN THE MOST AGGRESSIVE FUND RAISING CAMPAIGN IN ITS HISTORY, \$50 MILLION IN 5 YEARS, AND IS MEETING AND SURPASSING ANNUAL BENCHMARKS WITHOUT AN INCREASE IN STAFF OR UMW BUDGET TO DO SO. IN FACT, OVER \$100,000 HAS BEEN CUT FROM ITS STAFFING AND OPERATIONS IN THE CURRENT FISCAL YEAR.

This function assists UMW in identifying fundraising objectives and strategies. This function has high internal and external demand. While the Advancement Programs function is successful at bringing funds to UMW and seems to have reasonable quality data, the function does not seem cost effective. It has a large staff and makes an argument for more in the opportunity analysis. A transformation may result in significant savings and/or a greater yield.

Archaeological Collections Management DISCUSSION OF THE FUTURE OF THESE COLLECTIONS SHOULD TAKE PLACE WITH THE DEAN AND PROVOST.

This function documents, maintains, stores, and preserves the archaeological collections associated with the Department of and Center for Historic Preservation, for the purposes of education, research, and public interpretation. While maintenance of the function appears inexpensive (no cost table was provided)

and the collection is regularly used by approximately 80 students each year, the template suggests that some items could be de-accessioned and returned to owners, creating space for other items. The STF sees value in creating a digital repository of the collection and reducing the size of the collection.

Art Guest Artist THE GUEST ARTIST PROGRAM REPRESENTS AN OPPORTUNITY

TO DEVELOP EXTERNAL FUNDING (THROUGH PRIVATE DONATIONS) TO SUPPORT THE ARTS AT UMW.

This function brings nationally and internationally recognized artists and scholars to present work, share ideas, visit studios, and meet students, faculty, and community members. The diversity and creativity offered by this program must be maintained. Cost effectiveness appears to be high, nothing is requested under opportunity analysis, and it seems valuable; however, the template did not provide information about how many artists visit each year, or in how many classes/studios/students/engagements the artists engage. The template claimed a mechanism for assessing the function, but did not provide any data. The STF suggests a formal analysis of this function's quality assessment.

Associate Provost Enrollment Operations ADDRESSED IN QUINTILE 5 RESPONSE.

This function supports recruitment, applications, admissions, financial aid, and enrollment processes for new students. The function has high demand, and appears to collect information about its quality although no actual data were reported. It recently received an infusion of funds, plus some new positions, but does not appear to be cost effective. We fully support the request for this function to move to a paperless application system, although a cost-benefit analysis should probably be performed. Overall, this function appears to be emerging from disarray and should be closely monitored.

Belmont-Melchers Museum Shop THE MELCHERS MUSEUM SHOP AND SPECIAL EVENTS OPERATE THROUGH THE BUDGET ALLOCATED TO THE MUSEUM. THE DIRECTOR NEEDS TO ASSESS THE VIABILITY AND POTENTIAL IMPACT OF AN INTERNAL REALLOCATION TO SUPPORT THE GOALS STATED HERE AND IN THE NEXT RECOMMENDATION. THESE DECISIONS SHOULD REST WITH THE DIRECTOR.

This function is the Visitor Center and Shop at the Gari Melchers Home and Studio, which welcomes visitors to the museum, shows an interpretive movie, and offers merchandise for sale. It is also the Stafford County Visitors Center. Although not central to the UMW mission, the university is charged with the museum's administration and operation. The function generates income and shows considerable demand, even though the number of visitors does not appear to have increased over the three years under study. Cost effectiveness has improved, although revenues remain flat. It appears that regular advertising is not included in any budget; the STF recommends that promotion of the museum be prioritized. Increasing revenues could benefit all Belmont functions.

Belmont-Melchers Special Events SEE ABOVE

Belmont Special Events function oversees public travel excursions to other museums, rental of the Studio pavilion facility, and it schedules and coordinates group tours – all of which generate revenue and increase visibility of the Gari Melchers Home and Studio. This function has great opportunity for growth and revenue enhancement. To increase demand, the STF recommends quality assessment of customer satisfaction, and perhaps another restructuring of fees so as to allow more advertising and more events, and possibly even the re-modeling that is requested.

BLS Program THE DIRECTOR OF THE BLS AND THE DEAN OF CAS HAVE BEEN CHARGED WITH COMPREHENSIVELY REVIEWING THE BLS PROGRAM, AND ESPECIALLY THE OBSTACLES ADULT STUDENTS MAY FACE IN SUCCESSFULLY COMPLETING THE PROGRAM. THE BLS ADVISING MODEL HAS ALREADY BEEN CHANGED, AND THE LEADERSHIP AND MANAGEMENT PROGRAM CONTINUES TO OPERATE IN COLLABORATION WITH FACULTY IN COB (THE NUMBER OF REQUIRED BUSINESS COURSES IS SIMPLY FEWER THAN WHAT HAD BEEN REQUIRED IN THE BPS PROGRAM). DEVELOPING ADULT ENROLLMENTS IN THE BLS DEGREE PROGRAM MUST BE A HIGH PRIORITY OF THE UNIVERSITY AND SHOULD BE

FURTHER ADDRESSED IN THE STRATEGIC PLAN.

The Bachelor of Liberal Studies program provides student and academic services to non-traditional students, including marketing, advising, orientation, transfer coordination, tracking and assessment, and help earning academic credit for life experience through portfolio development. This function is central to the mission of the university, but demand does not appear to be high. Function quality is assessed, and issues with advising, career guidance and peer interaction are raised. Advising within the major is stated as a problem, especially for the new Leadership and Management program, a business program housed within CAS. The STF recommends involving the other colleges in the BLS program and considering how to increase demand.

Career Counseling THE ASSOCIATE PROVOST FOR ACADEMIC ENGAGEMENT AND STUDENT SUCCESS AND THE DIRECTOR OF ACADEMIC AND CAREER SERVICES HAVE BEGUN TO PARTNER WITH ALUMNI RELATIONS AND THE CENTER FOR ECONOMIC DEVELOPMENT TO DEVELOP A NEW AND INNOVATIVE APPROACH TO CAREER ADVISING AND SUPPORT OF STUDENTS' PROFESSIONAL DEVELOPMENT AT UMW. A SMALL BUT HIGHLY VISIBLE SPACE IN THE NEW UNIVERSITY CENTER WILL BE DEVOTED TO SUPPORT OF CAREER SERVICES. EVERY EFFORT IS BEING MADE TO PROCEED USING EXISTING RESOURCES. ASSESSMENT OF THE EFFECTIVENESS OF THESE NEW INITIATIVES SHOULD BE DESIGNED AS THE SERVICES ARE DESIGNED.

This function was recently restructured; it is now part of Academic and Career Services. The office assists students and alumni to develop and implement career goals through individual counseling, workshops, and provision of resources and career programs. It now works with students across all academic years.

The cost table does not reflect the current office structure, and quality assessment data are very new and insufficient. Efficiency and cost effectiveness are difficult to assess. The opportunity analysis section suggests that the office knows it needs considerable help. The STF recommends reassessment of this function under the new leadership in the near future.

CIE-ISS-Student Services ADMISSIONS AND CIE HAVE BEGUN TO PARTNER MORE CLOSELY THAN EVER BEFORE IN ADDRESSING RECRUITMENT OF INTERNATIONAL STUDENTS. AS THIS RELATIONSHIP EVOLVES, A SHARED POSITION, DESIGNED TO DEVELOP BOTH INTERNATIONAL PARTNERSHIPS AND INTERNATIONAL STUDENT ENROLLMENTS, SHOULD BE CONSIDERED (IDEALLY SUPPORTED THROUGH AN INTERNAL REASSIGNMENT). A REORGANIZATION OF THE VISA PROCESS, DRAWING ON EXTERNALLY PROVIDED SERVICES, HAS FREED STAFF UP TO PROVIDE OTHER KINDS OF STUDENT SUPPORT. THE CIE SPACE ISSUES HAVE BEEN LARGELY RESOLVED, WITH OTHER FUNCTIONS MOVING OUT OF THE EXISTING SUITE.

The Center for International Education – International Students & Scholars – Student Services is a function that admits, provides pre-arrival support and orientation for, and advises international students and scholars; it also provides them the opportunity to engage in American cultural activities and events.

This function is central to the university mission. Demand does not appear to be high; the STF would like to see it increase. Quality data suggest that the program is excellent, and it is cost-effective in part because it has few classified staff. This function requests more interaction with Academic and Career Services, and may benefit from collaboration with Foreign Languages and the Multicultural Center, as well as special programs in the Writing and Speaking Centers. The STF recommends an examination of this function's space problems, and exploration of how to increase the number of international students at UMW.

COB Adjunct Unallocated AS NOTED IN THE RESPONSE TO THE ACADEMIC TASK FORCE REPORT, BENCHMARKS AND TARGETS SHOULD BE SET FOR RELIANCE ON ADJUNCT FACULTY.

This function provides adjunct faculty to deliver academic programs in the College of Business. While demand does not appear high, the STF recognizes that use of adjuncts is essential. At the same time, it is clear that the COB has worked hard to reduce the number of adjuncts teaching in their programs over the three-year study period; costs have decreased accordingly. In this way, the STF feels that the function is moving in the right direction and is to be commended. The template lacked information in opportunity analysis, demand, and quality assessment. Quality is measured solely by classes and numbers of students taught; the STF recommends expanding the assessment of quality as this is a management function.

COE Academic Department Management (as a whole) SEE RESPONSE TO ACADEMIC TASK FORCE REPORT ON COE.

This function provides management in scheduling, event planning, communications, purchasing and clerical support for the College of Education. It also maintains student files regarding professional clearances, and works with area school divisions, schools, educators, youth service agencies, and state and federal accrediting agencies. The template provided little information regarding cost and quality assessment; while the STF realizes that student placement is time consuming, costs do seem high. Opportunity analysis focused on ongoing training and continuous replacement of hardware, which the STF agrees is necessary.

COE Adjunct Unallocated AS NOTED IN THE RESPONSE TO THE ACADEMIC TASK FORCE REPORT, BENCHMARKS AND TARGETS SHOULD BE SET FOR RELIANCE ON ADJUNCT FACULTY.

This function provides adjunct faculty to deliver academic programs in the College of Education. While the STF recognizes that this function is essential, there was a lack of information on the template, raising questions about how many courses are taught by adjuncts; how many adjuncts supervise student teachers; and the cost effectiveness of this process. It seems to involve a considerable amount of the Dean's time. Equipment costs also appear high. The STF recommends further quality assessment.

COE Faculty Development Supplemental Grant ALL COLLEGES SHOULD DEVELOP REPORTS THAT SHOW HOW MANY FACULTY RECEIVED GRANTS (BOTH SUPPLEMENTAL AND RESEARCH), THE AMOUNT OF THE AVERAGE GRANT, AND OUTCOMES ASSOCIATED WITH GRANTS. THE SAME KIND OF REPORTING SHOULD BE PROVIDED FOR STUDENT RESEARCH FUNDS. THESE REPORTS MIGHT BE PART OF THE LARGER DEANS' COLLEGE-LEVEL INSTITUTIONAL EFFECTIVENESS REPORTS THAT HAVE BEEN DISCUSSED RECENTLY IN UFC. A NEW MODEL FOR DISTRIBUTING FUNDS THAT ADDRESSES EQUITY CONCERNS IS UNDER DEVELOPMENT.

This function supports faculty professional development, be it conducting or disseminating research, learning new skills at workshops or participating in related scholarship or service. It is essential to the mission of the university, helps to attract and retain faculty, and is necessary for the College of Education to remain accredited. Quality assessment provides some information, although the number of faculty involved is not disclosed, making cost assessment difficult; the function seems to have a relatively high budget per faculty member. There was insufficient information under demand. The STF recommends reassessing how faculty supplemental funds are distributed.

COE Faculty Research Grant SEE ABOVE

The Faculty Research Grant function in the College of Education supports tenure-track and tenured faculty in the development and execution of research and scholarship, so enabling faculty to reach

tenure and promotion goals and meeting accreditation requirements. It is essential to the UMW mission. The template did not provide sufficient detail about the program overall, especially in the areas of quality assessment and cost effectiveness. The STF recommends a more detailed quality assessment, ideally separating this from the COE Faculty Development Supplemental Grant function.

COE Student Research Funds SEE ABOVE.

This function supports College of Education students by assisting with costs directly related to research activities, including the dissemination of scholarship to the broader community; it is considered a hallmark of the UMW experience and rates highly in importance to the institution. The template describes research at the master's level only, stating that almost 200 research projects are completed, but does not reveal how many grants are awarded, nor for what purposes. Collection of data to assess quality is described, but not provided. The STF recommends that quality and cost effectiveness data be provided.

College Equipment Unallocated WITHOUT ALLOCATED START-UP FUNDS, IT WILL BE DIFFICULT TO RECRUIT NEW SCIENTISTS WITH ACTIVE RESEARCH PROGRAMS. THESE FUNDS SHOULD BE REDEFINED AS START-UP FUNDS, WITH ANY UNASSIGNED FUNDS BEING MADE AVAILABLE TO SUPPORT EQUIPMENT PURCHASES UPON APPLICATION. ALL CAS FACULTY SHOULD BE ELIGIBLE TO APPLY FOR THESE FUNDS, THOUGH THE DEAN SHOULD BE ABLE TO ASSIGN THESE FUNDS AT HIS DISCRETION, BASED ON HIS ASSESSMENT OF FACULTY AND CHAIRS' RECOMMENDATIONS.

This function allows the CAS Dean to purchase student and new faculty research equipment, classroom equipment or technology, or occasionally to remodel laboratory or classroom space. Over 90% is distributed to science departments and psychology. The function is considered essential to the mission of the university, which emphasizes undergraduate research and attracts quality faculty and students by having modern equipment. The STF is surprised to find that this is where new faculty start-up funds originate. There was little information provided to show demand, quality and cost effectiveness. The STF recommends that the funds be made available more formally so that they truly could support up to 200 CAS faculty, or that the funding be redefined, perhaps as start-up funds. The STF recommends a more formal procedure for application and awarding of this money, plus assessment at the level of the dean's office. Cost effectiveness should be measured.

Commuter Student Services UNDER CONSIDERATION BY THE VP FOR STUDENT AFFAIRS.

The Commuter Student Services function provides support for non-residential students and works toward better relations between UMW and surrounding communities. It is administered by Residence Life. Given that most students eventually become non-residential, the function is important to the University. It seems very broad, however, dealing with "town-gown" relations, as well as providing student support. Demand is high and seems likely to increase; quality information was not very detailed; costs are currently time spent working with students, the community, housing, etc. – the STF suggests that staffing should increase if the function is to be effective. The STF recommends that this function be monitored for efficacy and cost effectiveness in the near future.

Cultural Awareness Series UNDER CONSIDERATION

This function provides programs and services to encourage that all individuals understand and are sensitive to issues of multiculturalism and diversity, under the banner of the James Farmer Multicultural Center. It has a broad set of objectives and is essential to the mission of the university. Demand is high. The STF has concerns about the lack of data on the template, especially with regard to quality and cost assessments, and the similarity of this template to those of the James Farmer

Multicultural Center function and the Multicultural Fair function. The STF recommends that these functions more clearly delineate their purposes and increase quality assessment/customer feedback.

Design Services AN INTERNAL DESIGN STAFF IS A COST EFFECTIVE WAY TO ACHIEVE INSTITUTIONAL BRANDING, VISIBILITY, AND INTERNAL DEPARTMENT NEEDS. AS A RESULT OF THE SRA, UNIVERSITY RELATIONS HAS REORGANIZED THE WAY WORK GETS DONE. DESIGN SERVICES IS AN INTEGRAL PART OF THIS MULTI-FUNCTION OFFICE, WHICH HAS MOVED TO A COLLABORATIVE, HORIZONTAL APPROACH TO HANDLING INCOMING PROJECTS. THIS APPROACH INVOLVES CLOSE INTERACTION AMONG MARKETING, MEDIA RELATIONS, PUBLICATIONS, THE WEB, AS WELL AS DESIGN SERVICES, AND INTERNALLY MOVES RESOURCES FROM ONE TO THE OTHER IN RESPONSE TO DEMAND. THE EARLY RESULTS ARE PROVING TO BE COST EFFECTIVE AND EFFICIENT THUS SAVING UMW AND DEPARTMENTS TIME AND MONEY AT CURRENT STAFFING LEVELS.

The Design Services function provides in-house creative services for graphic, photographic and artistic designs, including University branding and identity standards. This function is important to the UMW mission, and external demand or visibility is clearly evident. The template points out that if UMW did not have its own in-house design services department, the university would be obliged to use the state office of graphic communication for services exceeding \$750 with potential longer turnaround times and loss of quality. The STF recommends transformation because quality is not assessed and cost effectiveness is unclear. The template indicates greater internal demand than can be met; if UMW were to maintain this function, funds must be supplied to hire the appropriate staff. The function is closely tied with others (e.g. Media Relations) which could perhaps be restructured to provide some funding.

Diversity and Inclusion THE OFFICE OF DIVERSITY AND INCLUSION PARTNERS WITH MULTIPLE DEPARTMENTS AND OFFICES ACROSS THE CAMPUS TO ADDRESS ISSUES OF INCLUSION, DIVERSITY, BIAS, AND DISCRIMINATION. ALL BIAS COMPLAINTS ARE ADDRESSED THROUGH THIS OFFICE, ALONG WITH PROGRAMMING AND EVENTS ON CAMPUS AS WELL AS IN THE COMMUNITY. CONTINUED DEVELOPMENT OF PROGRAMS AND FUNCTIONS ARE BEING REVIEWED FOR INCREASED COLLABORATION WITH ACADEMIC UNITS ACROSS THE CAMPUS.

The Diversity and Inclusion function supports UMW initiatives and events that educate members of the community on bias, inclusion, minority and underrepresented populations, and sexual misconduct. The template does not give enough detail about activities, events, and quality of outcomes to be able to firmly assess its progress. The STF recommends that this function examine its relationships with others that address diversity and consider restructuring so as to ensure effective service to the community.

Emergency Communication ASSESSMENT HAS BEGUN.

This function serves as the central monitoring station for all emergency communications. Equipment support and operations are the purview of Emergency Management and Safety, while manpower is supplied by UMW police dispatchers. This system is vital to UMW and the wider community. The template provided little information about quality and cost effectiveness. The STF suggests that the area be re-examined in a holistic manner.

Employee Relations and Recognition NO RESPONSE

The goals of this function are to mitigate conflict, motivate the workforce, improve the work environment and interpret policies to ensure proper application of policies and procedures. It is important to the mission of the University. The costs of this function seem to be high, and more quality data is needed. While demand is high and staff turnover is noted in the template, the STF would like to

see more clarity regarding this function, including many of the ideas raised in the opportunity analysis.

Family Weekend REVENUE AND COSTS ARE REVIEWED EACH YEAR. THIS IS AN EVENT THAT WILL REMAIN ON THE EVENTS CALENDAR.

The Family Weekend function helps engage parents and families of current students by providing them with firsthand UMW experiences, including lectures, presentations and department showcases. The function was moved to the Events Office two years ago and recently started collecting revenue with registration. The STF recommends assessment of demand and gathering more data on performance quality. Although the function is said to be self-supporting, it relies on donated time, and it is unclear whether it is cost effective.

Financial Aid Office Administration WITH A DIRECTOR OF FINANCIAL AID WHO BEGAN IN JANUARY 2014 AND AN ASSOCIATE PROVOST FOR ENROLLMENT MANAGEMENT WHO BEGAN IN JUNE 2014, AND WITH CONSIDERABLE CHANGE IN THE ADMINISTRATION OF FINANCIAL AID AT UMW, FINANCIAL AID NEEDS TO BE CLOSELY MONITORED. A COMPREHENSIVE BUSINESS PROCESS ANALYSIS, INVOLVING STAFF FROM MULTIPLE OFFICES, WOULD BE BENEFICIAL, AS WOULD AN ANALYSIS OF THE EFFECTIVENESS WITH WHICH BANNER IS UTILIZED BY STAFF. ULTIMATELY, WE WOULD EXPECT ASSESSMENT DATA TO SHOW GREATER STUDENT SATISFACTION WITH FINANCIAL AID PROCESSING. THERE ARE ALREADY POSITIVE SIGNS ABOUT CHANGE IN PROGRESS. IT WILL BE IMPORTANT TO DEVELOP BETTER ASSESSMENT MEASURES AND TO MONITOR THEM CLOSELY.

This function supports daily operations for determining financial aid eligibility, awarding financial aid and disbursing funds. Quality of performance was poorly measured and no information was given on costs or staffing as there was no cost table provided. This function would benefit from further collection of data about the quality of their performance, the quality of their customer service, and a cost-benefit analysis.

HR Training HR STAFF IN CONJUNCTION WITH OTHER UNIVERSITY DEPARTMENTS, IS DEVELOPING A CENTRALIZED PLAN FOR PROFESSIONAL DEVELOPMENT ACROSS THE UNIVERSITY. A SUMMARY OF PROGRESS TO DATE AND A DESCRIPTION OF THE PLAN IS IN THE TRAINING SECTION OF THE INTRODUCTORY DOCUMENT ACCOMPANYING THIS REPORT.

The Human Resources Training function supports employees, managers and supervisors in the performance of their responsibilities. More clear data on cost effectiveness and quality would be helpful.

The function has potential, especially as a recruitment and retention tool, but needs to be re-envisioned. This function could be enhanced with technology, assessment, and interdepartmental coordination.

Institutional Analysis – Effectiveness COSTS WERE REDUCED IN THE RECENT BUDGET REDUCTION BY ELIMINATING A VACANT STAFF POSITION. THERE IS SOME CONCERN, HOWEVER, THAT STAFF ARE STRETCHED THIN, PROVIDING VOLUMINOUS MANDATED REPORTS WHILE CONSTANTLY TRYING TO MEET THE NEEDS OF VARIOUS OFFICES REQUESTING INSTITUTIONAL RESEARCH. THE ABILITY OF THIS OFFICE TO MEET ALL OF THESE INTERNAL AND EXTERNAL DEMANDS NEEDS TO BE EVALUATED AND MONITORED ON AN ONGOING BASIS.

This function provides a source of objective, research-based data about the University's students, faculty, and staff; its programs and their effectiveness; its resources; and its peer institutions and external environment. This function is costly, especially in personnel costs. More information on the effectiveness and quality of the work of this function would be helpful.

James Farmer Visiting Professor SEE THE RESPONSE TO THE RECOMMENDATIONS OF THE ACADEMIC TASK FORCE.

This function selects and appoints a post-doctoral fellow to a two-year term. The fellow teaches classes and initiates other activities focusing on questions of civil rights and social justice. This function is recommended to be reexamined, given the significance of this program, diversity and inclusion, and of the James Farmer legacy. Reevaluation of this function could focus on setting goals for the function and measuring these outcomes, as well as cost efficiency.

Law Enforcement (Police) LAW ENFORCEMENT NEEDS ARE INCLUDED IN THE UNIVERSITY'S PRIORITIZATION OF RESOURCES AND NEEDS. THIS FUNCTION HAS REGULARLY RECEIVED ADDITIONAL AND NEW VEHICLES AND HAS RECENTLY PURCHASED AND IS IMPLEMENTING NEW SOFTWARE TO IMPROVE REPORTING AND RECORDKEEPING.

The primary goal of the UMW law enforcement function is to provide a safe environment for learning, living, and working for all individuals while on university property. This template had poor quality data and inadequate cost effectiveness evaluation. Communications within law enforcement should be improved. The STF supports investment in the police department, and ongoing reinvestment in vehicles, equipment, and surveillance systems.

Locksmith A UNIVERSITY COMMITTEE HAS BEEN REVIEWING AND PLANNING FOR THE FUTURE USE OF THE EAGLE ONE CARD INCLUDING EXPANDING ACCESS CAPABILITY TO REDUCE THE USE OF KEYS.

Locksmith Services are responsible for the repair and maintenance of physical locking mechanisms and access control on campus. The function works closely with Residence Life, Facilities services and other departments to provide key control and access control of buildings. This function is connected to Access Control. It is possible that this function is a task under Access Control instead of a separate function. Additional information is needed about demand, and the STF recommends an analysis of the future needs for keys rather than card access.

Multicultural Fair THIS FUNCTION'S GOAL IS TO BE SELF-SUPPORTING BUT A TIMELINE HAS NOT YET BEEN DEVELOPED.

The Multicultural Fair is a springtime event that provides an entire day devoted to multicultural entertainment, children's activities, international and American food, and ethnic craft vendors. This function seems expensive and had a big jump in operating expenses, which was not clearly explained on the template. Additional quality assessment needs to be done. The Multicultural Fair provides wonderful exposure for UMW and is important to the mission, but it needs to explore ways to increase revenue and efficiencies.

Registrar Office Administration TRAINING WILL BE CRITICAL GOING FORWARD— BOTH TECHNICAL TRAINING AND TRAINING RELATED TO THE PROFESSIONAL RESPONSIBILITIES OF REGISTRAR OFFICE STAFF. BETTER ASSESSMENT DATA SHOULD BE DEVELOPED TO EVALUATE THE EFFECTIVENESS OF THE OFFICE AND TO GUIDE FUTURE INITIATIVES DESIGNED TO IMPROVE SERVICES. THE SAME IS TRUE FOR REGISTRAR OFFICE ENROLLMENT.

This function provides administrative oversight and support for the Registrar's Office. The template identified a need for staff professional development and more technical skills. The template provided little evidence of quality and cost-effectiveness information. The STF supports the technical training needed by staff and encourages on-going assessment of quality and costs.

Registrar Office Enrollment SEE ABOVE.

This function works closely with academic units and administration in the development and management of the course schedule and the evaluation of student transfer credits. The template provided little evidence of cost effectiveness. Quality assessment was mentioned, but no data was included. As the template identified a need for staff professional development, substantial changes and investment are needed.

Small Business Development Center THE SBDC, AS PART OF THE CENTER FOR ECONOMIC DEVELOPMENT, HAS A MANDATE TO PROMOTE ENGAGEMENT OF THE REGIONAL BUSINESS COMMUNITY WITH UMW STUDENTS. THE CENTER DOES CURRENTLY WORK WITH COB FACULTY IN PROMOTING THIS ENGAGEMENT, BUT IT WILL BE USEFUL TO EXPAND THIS COLLABORATION. IT SHOULD BE NOTED THAT THIS IS MORE A FUNCTION OF THE CED—WHICH IS THE UMBRELLA ORGANIZATION HOUSING SEVERAL BUSINESS-RELATED SERVICES—THAN OF THE SBDC, BUT SBDC STAFF REMAIN ENGAGED WITH THIS ASPECT OF THE CENTER'S MISSION.

The University of Mary Washington Small Business Development Center is a resource center that provides assistance to the regional small business community. Costs appear to be high; internal demand seems low. This function serves the mission, provides a service, and has a large impact on external constituents. The STF supports involving the College of Business to increase involvement with UMW's educational mission, to increase internal demand and to stimulate collaboration.

Steam Plant STAFFING IN THIS AREA IS BEING EXAMINED WITH THE ASSISTANCE OF HUMAN RESOURCES STAFF.

This function produces steam to supply heating and hot water systems in buildings campus-wide while observing all safety and environmental regulations. This system is very old, and it is difficult to find labor with the skills to run and maintain the plant. The current workforce appears to be doing a great job, but finding replacement staff may be challenging when allowing for retirement, replacement, etc. This function needs a feasibility/sustainability plan and a vision.

Student Activities and Engagement Operations AS INDICATED BELOW THIS FUNCTION IS CURRENTLY BEING ASSESSED.

This function works to assist students as they propose, develop, and execute plans for events and programming. Quality data was missing from this template. The function needs to assess the impact of programs: quality, cost-effectiveness per event, feedback from students, etc. This function is already in the middle of reorganization.

Student Clubs as a whole THE VP FOR STUDENT AFFAIRS WILL ASSESS THIS FUNCTION WHEN NECESSARY.

Student Clubs provide opportunities for students to explore activities in a group setting. UMW has over 120 student clubs and organizations. Important data was missing from the template: numbers of participating students, the measurement of quality of the student experience, etc. This is a valuable function, but it appears very costly so it needs to be more organized, more cost-effective, and better assessed.

Student Internship Program AS INDICATED IN THE RECOMMENDATION, THIS FUNCTION IS BEING REVIEWED.

This function facilitates the placement of students as interns with regional employers. The function directly impacts students, and it is important for recruitment and for future careers. This function does not currently appear to be cost-effective. This function is being restructured within Academic & Career Services. This function needs better assessment data to determine the quality of internships offered to

students.

Student Transition Program THE OFFICE HAS BEGUN COLLECTING AND UPDATING DATA RELATED TO PROGRAM OUTCOMES, RETENTIONS AND PROGRESS OF STUDENTS SELECTED. CURRENTLY THE PROGRAM IS WORKING CLOSELY WITH ACADEMIC AND CAREER SERVICES TO PROVIDE SEAMLESS ADVISING AND SUPPORT FOR THE STUDENTS IN THE PROGRAM.

The Student Transition Program provides a supportive environment to students who are identified as first generation and/or underrepresented in the admissions' selection process and campus demographics. This function provides an important service for UMW students. The template lacked quality data, and the function appears costly. This function would benefit from a program evaluation and exploration of possible collaborations, such as with RISE and the QEP.

Student Tutoring Program THE CENTRALIZED TUTORING PROGRAM IS RUN OUT OF ACADEMIC AND CAREER SERVICES. SERVICES SHOULD BE ASSESSED ON AN ONGOING BASIS, AND THE RESULTS SHOULD INFORM EACH ITERATION OF THE PROGRAM. MANY OTHER ACADEMIC UNITS PROVIDE TUTORING. ALL ACADEMIC UNITS SHOULD COORDINATE WITH THE CENTER FOR ACADEMIC AND CAREER SERVICES, IN THE VERY LEAST BY PROVIDING INFORMATION ON THE AVAILABILITY OF TUTORING, SO THAT THE CENTER CAN INCLUDE THAT INFORMATION IN ITS PROMOTIONAL MATERIALS AND CAN ADVISE STUDENTS ABOUT THESE OPPORTUNITIES ACCORDINGLY. THE CENTER MIGHT ALSO BE ABLE TO HELP WITH THE APPROPRIATE TRAINING OF TUTORS. WHILE THIS DECENTRALIZED SYSTEM SURELY BENEFITS FROM THE CONTRIBUTIONS OF DEPARTMENTS THAT MANAGE THEIR OWN TUTORING, THAT TUTORING NEEDS TO BE MORE EFFECTIVELY COORDINATED WITH THE CENTER FOR ACADEMIC AND CAREER SERVICES.

The tutoring program provides academic support, free of cost, to degree-seeking students in a variety of academic disciplines. This program provides benefits for both tutees and tutors; the demand is higher than can currently be met. This function is relatively cost-effective so the STF recommends finding ways to expand it. The function needs additional assessment to determine if the program is working effectively. This function should consider collaboration with other tutoring programs.

Summer Enrichment Program THIS IS A PROGRAM WITH SIGNIFICANT VALUE TO THE UMW COMMUNITY. AS DISCUSSION CONTINUES REGARDING THE FUTURE OF THE SUMMER ENRICHMENT PROGRAM, ALL OF THE ISSUES RAISED HERE SHOULD BE CAREFULLY CONSIDERED.

This function, designed for advanced middle and high school students, offers a variety of courses that give students the opportunity to pursue their interests under the guidance of seasoned instructors. SEP has great potential but would benefit from a program evaluation. The STF suggests examining issues of marketing, leadership, academic effectiveness, and scheduling in such an evaluation.

The Monroe Papers MOST OF THE FUNDING THAT SUPPORTS THIS FUNCTION DERIVES FROM AN NEH GRANT, RECENTLY RENEWED. WHILE IT WILL NEED TO CONTINUE TO OPERATE AT THE STAFFORD CAMPUS FOR THE SHORT TERM, THE PROGRAM SHOULD BE RELOCATED TO THE FREDERICKSBURG CAMPUS—CLOSER TO THE STUDENTS AND FACULTY MOST DIRECTLY RELATED TO THIS WORK AND TO THE RESOURCES OF THE FREDERICKSBURG CAMPUS LIBRARY—WHEN THE OPPORTUNITY ARISES. SUPPORT OF THIS FUNCTION SHOULD REMAIN CONTINGENT ON CONTINUING GRANT SUPPORT.

The Papers of James Monroe is a research project whose goal is to publish a scholarly nine-volume collection of selected letters and papers documenting the life and career of the fifth president of the United States. This function needs to be evaluated in terms of importance to the Institution/mission and cost-effectiveness, and better coordination with academic programs.

Underground Operating WILL ASSESS WHEN UNIVERSITY CENTER OPENS.

The Underground provides a space for students to study, eat and enjoy entertainment. This function needs more robust assessment to determine information such as participation numbers for all events and how well this function is serving students. This function needs storage and space. Assessment of hours, activities, etc. is needed so that improvements can be made.

University Catalog THIS FUNCTION IS ESSENTIAL, AND WHILE SAVINGS CAN (AND HAS BEEN) ACHIEVED BY REDUCING THE NUMBER OF PRINTED CATALOGUES, MODIFICATION WOULD LIKELY REQUIRE NEW STAFF. THIS IS NOT A HIGH PRIORITY AT THIS TIME, SO THE CURRENT FUNCTION WILL BE MAINTAINED.

The Academic Catalog includes official announcements of academic programs and major academic policies. This function appears not to be cost-effective, printing seems expensive and time investment is heavy. Modification of this function seems appropriate. The opportunity analysis suggested an Office for Academic Publications, although the STF is not sure about its feasibility.

University Marketing DATA RELATED TO THE REACH, RESPONSE, AND EFFECTIVENESS OF THE UMW MARKETING CAMPAIGN GUIDES CURRENT EFFORTS WHICH ARE PRIMARILY FOCUSED ON UMW'S STUDENT RECRUITMENT OBJECTIVES. MEANWHILE EVERY EFFORT IS BEING MADE TO ASSIST DEPARTMENTS ON CAMPUS WITH THEIR PROMOTION NEEDS.

The Office of University Marketing is responsible for enhancing the visibility and brand awareness of the University. Cost and quality data for this function are lacking. The template suggests that UMW spends much less than peer institutions on marketing, and argues for additional resources. However, the template does not explain how the budget is allocated. This function is important but needs assessment data so the effectiveness of marketing efforts can be adequately measured.

University Publications THE SRA RECOMMENDATION HAS PROMPTED UNIVERSITY RELATIONS TO EXAMINE THE WAY WORK GETS DONE. PUBLICATIONS IS AN INTEGRAL PART OF THIS MULTI-FUNCTION OFFICE, WHICH HAS MOVED TO A COLLABORATIVE, HORIZONTAL APPROACH TO HANDLING INCOMING PROJECTS. THIS APPROACH INVOLVES CLOSE INTERACTION AMONG MARKETING, MEDIA RELATIONS, PUBLICATIONS, THE WEB, AS WELL AS DESIGN SERVICES, AND THE EARLY RESULTS ARE PROVING TO BE COST EFFECTIVE AND EFFICIENT SAVING UMW TIME AND MONEY. REGARDING QUALITATIVE DATE, WHILE THE MAGAZINE IS WELL SUPPORTED BY UMW'S ALUMNI, THE POINT IS WELL MADE AND MORE FREQUENT READER SURVEYS WILL BE INITIATED.

The University Publications function produces the University of Mary Washington Magazine and uses style guidelines to edit all materials disseminated by the University. This function, along with many others would benefit from a University Digital Archive/Repository for photographs and other University materials. This function would benefit from re-assessment to improve efficiencies and cost-effectiveness and to improve data collection on quality of work. Quality data needs to be gathered and measured.

University Relations AS NOTED ELSEWHERE, UNIVERSITY RELATIONS HAS MADE CHANGES TO THE WAYS WORK GETS DONE IN THIS MULTI-FUNCTION OFFICE BY MOVING TO A COLLABORATIVE, HORIZONTAL APPROACH TO HANDLING

INCOMING PROJECTS. THIS APPROACH INVOLVES CLOSE INTERACTION AMONG MARKETING, MEDIA RELATIONS, PUBLICATIONS, THE WEB, AS WELL AS DESIGN SERVICES, SO THAT RESOURCES CAN BE SHIFTED AMONG THE FUNCTIONS IN RESPONSE TO THE PRIORITY OF THE PROJECT. AGAIN, THE EARLY RESULTS ARE PROVING TO BE COST EFFECTIVE AND EFFICIENT SAVING UMW TIME AND MONEY AT THE CURRENT STAFFING LEVEL.

University Relations oversees all external communications, including web, marketing, media relations, design services, and editorial services. There appears to be duplication across these units and related functions. The STF recommends that this function be assessed and evaluated in terms of quality, cost-effectiveness and overall effectiveness.

Vehicles and Pool Fleet (Transportation) AGREED. EFFORTS TO DATE INCLUDE REDUCING THE NUMBER OF RENTED VEHICLES AND REPLACEMENT OF 3 -4 FACILITIES VEHICLES PER YEAR. THE AUTO SHOP MAINTAINS RECORDS OF UNIVERSITY VEHICLES AND HAS A PRIORITIZED LIST OF THOSE NEEDING REPLACEMENT. ADMINISTRATION WILL ASSESS WHETHER MORE VEHICLES CAN BE REPLACED OR ELIMINATED.

This function provides and supervises critical maintenance of UMW transportation fleet, heavy equipment, and grounds maintenance equipment. This function needs complete assessment to determine information on cost-effectiveness, contract/outsourcing/leasing costs, efficiency, maintenance, fuel costs/conversions, etc. Some vehicles need to be decommissioned, and the vehicle fleet needs a more cohesive and standardized look. The STF recommends a comprehensive study to examine operations, revenues, and replacement schedules.

World Language Day WORLD LANGUAGE DAY REPRESENTS AN EXCELLENT OPPORTUNITY TO ACHIEVE VISIBILITY WITH AN IMPORTANT AUDIENCE. ORGANIZERS ARE CHARGED TO COLLECT AND SHARE BETTER DATA DESIGNED TO ASSESS THE EFFECTIVENESS AND IMPACT OF THE EVENT.

World Language Day offers activities and friendly competitions centered around world languages. Quality and cost effectiveness are not adequately addressed in the template. No cost table was provided. Ideally, participation could increase, so the function should explore opportunities for attracting more students. Cost-effectiveness needs to be assessed. This function should consider collaboration with other departments to realize its potential.

Quintile 1 Functions

Definition of Quintile and Evaluation Criteria

Reassess: subject to further review, candidate for reduction or phase-out

1. not really a function; actually a task; belongs somewhere else
2. function seems worthy/promising, but provides no data to allow us to understand demand, quality, cost effectiveness, and/or opportunity analysis; unable to assign to any other quintile
3. function seems tangential to core mission and provides no data on key criteria
4. function seems very inefficient or ineffective and/or seems to be maintained out of tradition or inertia

AACSB Planning and Development THE RECOMMENDATION SIMPLY RECLASSIFIES THE WORK INVOLVED IN PURSUING ACCREDITATION.

The AACSB Planning and Development function answers the UMW Board of Visitors charge for the College of Business to pursue the Association to Advance Collegiate Schools of Business accreditation. No information on cost effectiveness of the planning process was provided. Because it requires such a low percentage of the COB Dean's time, this activity should be reclassified as a task within the COB Dean's duties.

Academic ADVISING UNDER THE LEADERSHIP OF ASSOCIATE PROVOST FOR ACADEMIC ENGAGEMENT AND STUDENT SUCCESS TIM O'DONNELL, THIS REASSESSMENT IS ONGOING. MANY NEW INITIATIVES ARE ALREADY UNDER WAY (INCLUDING REALLOCATION OF RESOURCES WITHIN THE UNIT TO SUPPORT STIPENDS FOR FACULTY FELLOWS, ASSIGNED VARIOUS ADVISING TASKS) AND OTHERS ARE BEING PLANNED FOR NEXT YEAR (INCLUDING A SHIFT IN ADVISING TO REINTRODUCE FACULTY ADVISORS TO FIRST-YEAR STUDENTS).

The Academic Advising function assists students with academic, graduate school and career planning. The template cited assessment strategies but did not provide data on the quality shown from those assessment measures. Cost effectiveness of the newly-implemented advising model could not be determined by the data in the cost table. The STF recommends that the new leadership in the Academic and Career Services Office reassess the feasibility of this new model of academic advising.

Academic and Career Services Office THE ASSOCIATE PROVOST FOR ACADEMIC ENGAGEMENT AND STUDENT SUCCESS, WORKING WITH THE DIRECTOR OF ACADEMIC AND CAREER SERVICES KELLY GRAHAM, IS CHARGED WITH OVERSEEING THE DEVELOPMENT AND CONTINUING MAINTENANCE OF THIS ASSESSMENT DATA, AS WELL AS WITH USING THAT DATA TO DRIVE MEASURABLE IMPROVEMENTS IN SERVICE.

The Academic and Career Services Office function covers the management of this office. While the template mentioned quality assessment measures, no data on the actual quality was provided. Cost effectiveness and internal demand sections were similarly vague. As this office reorganizes under new leadership, the STF recommends close coordination between the assessment data collected and implementation of improvements to this function's quality.

Academic Services Workshops THE ASSOCIATE PROVOST FOR ACADEMIC ENGAGEMENT AND STUDENT SUCCESS, WORKING WITH THE DIRECTOR OF ACADEMIC AND CAREER SERVICES, IS CHARGED WITH REVIEWING THIS RECOMMENDATION AND DETERMINING, IN CONSULTATION WITH THE PROVOST AND WITH FACULTY PARTNERS, WHETHER AND HOW TO ADDRESS IT.

The Academic Services Workshops function provides students with strategies for academic success. The template indicates that these workshops have not been reliably offered recently due to personnel changes

in the Academic and Career Services Office. Limited data was provided on demand, quality, and cost effectiveness of the workshops. The STF recommends the return of workshops targeting specific topics, and possibly the development of the online modules suggested in the opportunity analysis section.

CAS Academic Department Management (as a whole) THE CAS DEAN IS CHARGED TO SURVEY OR OTHERWISE CONSULT WITH THE OFFICE MANAGERS IN ORDER TO IDENTIFY AND ADDRESS ISSUES.

The CAS Academic Department Management function provides workflow management by office managers for all departments within CAS. Assessment of this function's quality was not clear. Costs have steadily increased, and this function requires a high percentage of the CAS Dean's time. Perhaps moving to a centralized purchasing model might better manage the office managers' workflow. Better training for office managers is recommended as well.

Center for Economic Development Operating RECENT BUDGET REDUCTIONS LED TO THE ELIMINATION OF ONE STAFF POSITION (IN THE SBDC) AND REDUCED SUPPORT FOR THE FREDERICKSBURG REGIONAL ALLIANCE.). IT SHOULD BE NOTED THAT THERE IS EXTERNAL FUNDING TO SUPPORT THE SBDC. THE CENTER, WHICH HAS BEEN ENGAGED IN A WIDE RANGE OF COLLABORATIONS, IS CHARGED TO COLLABORATE WITH ACADEMIC AND CAREER SERVICES IN HELPING DEVELOP AND STAFF THE CAREER SERVICES OFFICE IN THE NEW UNIVERSITY CENTER. THIS IS AN OUTSTANDING REGIONAL AND UNIVERSITY RESOURCE, BUT ITS IMPACT IS LESS WELL UNDERSTOOD ON CAMPUS THAN IN THE LOCAL BUSINESS COMMUNITY. THE CENTER NEEDS TO BETTER COMMUNICATE ITS DUAL ROLE BOTH IN THE COMMUNITY AND AS A FULLY INTEGRATED PART OF THE UNIVERSITY

The Center for Economic Development Operating function provides a means for UMW to collaborate with local leaders in business, government, education, and private partners to support the regional economy. The data in the quality section of the template was difficult to interpret. This function appears costly per constituent and even more costly per client. The relationship between this function, the Fredericksburg Regional Alliance, and the Small Business Development Center is unclear. The STF recommends reassessment of all of UMW's regional engagement and economic development efforts to streamline for better efficiency.

CIE – ISS – Immigration CIE HAS DECIDED TO UTILIZE THE STATE'S SERVICES REGARDING IMMIGRATION RATHER THAN HANDLE IT IN HOUSE. THIS WAS DONE IN CONJUNCTION WITH THEIR RECENT REORGANIZATION OF DUTIES AND TASKS ENABLING STAFF TO FOCUS MORE ON STUDENT SERVICES, BOTH IN SUPPORT OF INTERNATIONAL STUDENTS AND STUDY ABROAD PROGRAMS.

The Center for International Education – International Students & Scholars – Immigration function's charge is to comply with federal regulations regarding international students and faculty. The template did not provide good quality assessment, and the STF encourages a closer examination of cost effectiveness. For better workflow and efficiency, purchase of the requested Student and Exchange Visitor Information System (SEVIS) database batch interface between Banner and the federal government software should be investigated.

COB Academic Department Management (as a whole) REVIEW OF THE IMPACT OF THESE CHANGES SHOULD BE ONGOING.

The COB Academic Department Management function provides workflow management within the COB. The assessment of this function's quality and the rationale for cost effectiveness were not clear. Costs appear to have steadily increased for this function, and this function seems to require a high percentage of the Chairs' time and none of the COB Dean's time. The function appears to have relatively high costs.

The STF recommends reassessing COB's new management structure (without departments), as per quality and costs.

COB Faculty Development Supplemental Grant SEE SIMILAR FUNCTION UNDER COE.

The COB Faculty Development Supplemental Grant function supplements each COB faculty member's professional development funding. This function is essential for recruitment and retention of faculty and for working toward AACSB accreditation. The template did not provide enough information to assess internal demand, cost effectiveness, and opportunity analysis. This function seems to have a relatively high budget. The STF recommends reassessing how faculty supplemental funds are distributed.

COB Faculty Research Grant SEE SIMILAR FUNCTION UNDER COE.

The COB Faculty Research Grant function provides funding for COB faculty to carry out extensive professional development projects. This function is essential for recruitment and retention of faculty and for working toward AACSB accreditation. The template did not provide enough information for assessment of this function's quality, and the rationale for cost effectiveness was not clear. This function seems to have a relatively high budget per faculty member. The STF recommends reassessing how faculty research grants are distributed.

COB Student Research Funds SEE SIMILAR FUNCTION UNDER COE.

The COB Student Research Funds function supports undergraduate and graduate students in conducting research projects or experiences. Student research is a flagship activity for UMW. How this function's quality is assessed is unclear, and no information on cost effectiveness was provided. The STF is loathed to place any function that directly benefits students in Quintile 1; the STF recommends reassessing how student research funds are distributed.

COE Clinical Collaboration and Partnerships ASSESSMENT DATA ASSOCIATED WITH THE EFFECTIVENESS AND IMPACT OF CLINICAL COLLABORATION AND PARTNERSHIPS SHOULD BE INCLUDED IN THE DEAN'S ANNUAL REPORT ON THE COLLEGE'S INSTITUTIONAL EFFECTIVENESS.

The COE Clinical Collaboration and Partnerships function supports COE licensure and endorsement programs, as well as maintaining P-12 partnerships. More evidence about the internal demand and quality of the function were needed, and this function appears fairly costly per P-12 partner. The STF recommends performing a cost-benefit analysis for this function.

COE Professional Development Workshops ASSESSMENT DATA ASSOCIATED WITH THE EFFECTIVENESS AND IMPACT OF THE PROFESSIONAL DEVELOPMENT WORKSHOPS SHOULD BE INCLUDED IN THE DEAN'S ANNUAL REPORT ON THE COLLEGE'S INSTITUTIONAL EFFECTIVENESS. IT WILL BE ESPECIALLY IMPORTANT TO TRACK ENROLLMENT DATA OVER TIME.

The COE Professional Development Workshops function provides professional development of P-12 educators for licensure recertification. Demand for this function was not clear since enrollment numbers were not provided. The opportunity analysis section requested an increase in the stipend paid to instructors, but no rationale for the increase was given. Perhaps this function could benefit from better advertising of workshops offered. As this function on average makes a profit, reassessing its workshop fee structure and the number of workshops offered could yield even more profit.

College of Business Operating (DEAN) IT IS IMPORTANT TO NOTE THAT THE OVERALL COST OF COB ADMINISTRATION HAS BEEN REDUCED CONSIDERABLY SINCE THE ESTABLISHMENT OF THE COLLEGE, AS DEMONSTRATED IN DATA COLLECTED FOR THIS STUDY. THESE COSTS ARE NOT LIKELY TO BE FURTHER REDUCED AT THIS TIME. ONE OF THE POSITIONS FROZEN IN THE RECENT BUDGET REDUCTION WAS

THE MBA RECRUITER, AND WHILE WE HAVE FOUND A TEMPORARY SOLUTION TO THAT VACANCY (OTHER STAFF MEMBERS HAVE ADDED THESE DUTIES, OVER AND ABOVE THEIR OTHER DUTIES), IT IS NOT CLEAR THAT THIS SOLUTION IS SUSTAINABLE.

The COB Operating (DEAN) function supports the administrative responsibilities of the College of Business. This function appears costly, without demonstrating high demand and quality. The STF recommends reassessing this function via a cost-benefit analysis.

Contract Administration and Management NO RESPONSE NECESSARY.

The Contract Administration and Management function monitors the more than 200 contracts between UMW and its vendors. This function has struggled with adequate staffing and has pulled resources from the Customer Services Advocate position to cover staffing needs. The STF recommends reclassifying this activity as a task within the Procurement Service's function, rather than as a stand-alone function.

Courier Services THIS FUNCTION IS CURRENTLY UNDER ASSESSMENT BY THE ASSOCIATE VP FOR FINANCE AND VP FOR ADMINISTRATION AND FINANCE.

The Courier Services function takes daily deposits to the bank and transports cash from offices across campus to the Cashier's Office. This function does not appear to be cost effective and is maintained in its current form out of tradition. The STF recommends reassigning the courier to other duties in an understaffed part of the university and investigating the feasibility of contracting with an armored car service.

Dining Services – Operating CONTRACT NEGOTIATIONS ARE CURRENTLY TAKING PLACE FOR NEXT YEAR. REPORTS ON REVENUES AND EXPENSES AND MEAL PLAN ENROLLMENT ARE RECEIVED MONTHLY BY UMW STAFF INVOLVED IN THE DINING OPERATION.

The Dining Services – Operating function helps students select meal plans and serves as a liaison between UMW and Sodexo, Inc. Operating costs are extremely high per constituent. (No cost table was provided by the function; operating costs were provided by the Facilitation Group.) The template states that this function provides revenue to UMW, yet that data was not given. The STF advises careful consideration of the terms of the dining contract during the contract renewal negotiations, seeking more transparency on costs and revenues.

Eagle Pipe Band THE UNIVERSITY FULLY SUPPORTS THE BAND AND ASSISTS IN EFFORTS TO RECRUIT MEMBERS.

The Eagle Pipe Band function provides cultural enrichment and instruction in Celtic arts for the UMW community as a featured component in campus events such as commencement. This function is unique to UMW and is universally beloved, yet it is in a rebuilding phase. The Eagle Pipe Band only needs reassessment for how to keep the function sustainable and how to attract new members.

Environment Health THIS IS WITHIN THE EMERGENCY MANAGEMENT AND SAFETY FUNCTION. SOME CONTRACTING FOR SERVICES SUCH AS MOLD AND ASBESTOS TESTING IS CURRENTLY IN PLACE. THE DAILY, ON-SITE NATURE OF THIS FUNCTION MAKES IT DIFFICULT TO OUTSOURCE ENTIRELY. COSTS ARE CONTROLLED BY INCORPORATING THE FUNCTION WITHIN THE EM& SAFETY OFFICE.

The Environment Health function provides for an environment that is safe and secure from external factors (e.g., physical, chemical, and biological). No information on costs was provided (i.e., no cost table), and the quality section of the template was unclear. The STF recommends reclassifying this activity as a task within the Emergency Management and Safety function. Another possibility is performing a cost-benefit analysis on contracting out this function.

Financial Aid - Commonwealth Aid INFORMATION PROVIDED BY FINANCIAL AID WAS LIMITED, BECAUSE OF TRANSITION IN THE OFFICE OF FINANCIAL AID AT THE TIME OF THE STUDY. ADMINISTRATION OF COMMONWEALTH AID IS AN ESSENTIAL FUNCTION. FOR MORE ON THE OFFICE OF FINANCIAL AID, SEE FINANCIAL AID OFFICE ADMINISTRATION ABOVE.

The Financial Aid – Commonwealth Aid function awards and disburses state financial aid to students. No cost or staffing information was given, as there was no cost table provided. Also lacking were specifics on what this function needs. It is not clear if this function is a stand-alone function or a task within the Financial Aid Office.

Financial Aid Reporting SEE ABOVE.

The Financial Aid Reporting function reports financial aid information to the federal and state governments, media sources, and UMW constituents. The template requested additional staffing to handle the increased demand for reporting. Unfortunately without the cost table included, the STF could not determine if costs and staffing levels are appropriate. The STF recommends that the new leadership in the Financial Aid Office reassess the cost effectiveness and staffing needs of this function.

Financial Aid - Title IV Federal Aid SEE ABOVE.

The Financial Aid – Title IV Federal Aid function awards and disburses federal financial aid to students. With no cost table provided, it is not obvious whether hiring more staff is appropriate. It is not clear if this function is a stand-alone function or a task within the Financial Aid Office.

Financial Aid Workshops SEE ABOVE.

The Financial Aid Workshops function provides various financial aid workshops to current and prospective students, their parents, UMW staff, and high school guidance counselors. The effectiveness and cost effectiveness of these workshops are not apparent from the information provided. No cost table was provided. Better assessment tools to measure the function’s quality are needed. The STF recommends investigating the idea of online modules containing workshop content to aid students and parents before their arrival on campus.

FRED RIDERSHIP AND STUDENT’S ROUTING AND SCHEDULING NEEDS ARE REVIEWED ANNUALLY. THE CONTRACT IS DESIGNED SO THAT COSTS TO UMW GO DOWN IF RIDERSHIP DECLINES. THERE IS NO INTENT TO ELIMINATE THIS SERVICE.

The FRED function provides safe and secure transportation to students and UMW employees via the Fredericksburg Regional Transit (FRED) buses. Monthly ridership data was provided, yet better assessment of quality is needed, such as timeliness and number of routes, etc. Ridership numbers are increasing, and this function provides free transportation to those who most need it. The STF recommends exploration of ways to keep the function sustainable and to attract more riders.

Fredericksburg Regional Alliance THIS FUNCTION IS A PART OF THE CENTER FOR ECONOMIC DEVELOPMENT AND IS ALSO ADDRESSED IN THOSE COMMENTS. UNIVERSITY SUPPORT FOR THIS FUNCTION HAS RECENTLY BEEN REDUCED.

The Fredericksburg Regional Alliance function promotes job creation and economic development by working with the public and private sectors. Very little information was provided on the demand and quality of this function. This function appears costly, and a cost-benefit analysis is recommended. It is also unclear how this function interacts with the other regional business efforts such as the Center for Economic Development and the Small Business Development Center.

Graduate Assistant Program TO BE ASSESSED BY THE VP FOR STUDENT AFFAIRS.

The Graduate Assistant Program function provides financial support and professional opportunities to graduate students at UMW, and provides additional short-term staffing to other functions on campus. The function lacks effective data on program quality, costs, demand, and a strong sense of both what the Graduate Assistants do and the overall goal of the function; therefore the STF recommends an overall program evaluation.

HR Technology Assistance THIS FUNCTION HAS RECENTLY EXPANDED TO PLAY A LEAD ROLE IN A NEW CENTRALIZED UNIVERSITY-WIDE PROFESSIONAL DEVELOPMENT PROGRAM AS DESCRIBED IN THE REMARKS ACCOMPANYING THIS REPORT. THE ROLE OF THIS FUNCTION WILL BE ASSESSED FOLLOWING COMPLETION OF THIS PROJECT.

The HR Technology Assistance function provides one-on-one and small class training for staff and faculty on technology resources. This function has fairly low demand, high costs, and entails an inefficient use of resources, including staff, technology and space. The STF recommends better advertising of training opportunities and combining training opportunities whenever possible.

IT Project Management Office NO RESPONSE NEEDED.

The IT Project Management Office function assists with coordination of IT projects across the University. This function may be more appropriately seen as a task of the Information Technologies office.

Law Enforcement Regulatory Compliance THIS FUNCTION IS OPERATING WELL AND MAINTAINING THE NECESSARY COMPLEX COMPLIANCES.

The Law Enforcement Regulatory Compliance function ensures compliance with federal and state laws regarding campus security and law enforcement. This function appears expensive (in staffing costs) and its quality is unclear. The STF recommends reassessing the management, staffing levels, and staffing assignments for this function.

Library (Stafford) Access Services THE UNIVERSITY REMAINS COMMITTED TO PROVIDING LIBRARY SERVICES TO STUDENTS AT THE STAFFORD CAMPUS. HOWEVER, WITH DECLINING ENROLLMENT, CREATIVE SOLUTIONS TO UNDERUTILIZATION PROBLEMS ARE REQUIRED. THE UNIVERSITY LIBRARIAN IS CHARGED TO UNDERTAKE THE RECOMMENDED ASSESSMENT AND TO WORK TO DEVELOP THESE CREATIVE SOLUTIONS.

The Library (Stafford) Access Services function manages circulation, reserves, and overall operations of the Stafford library. This function has experienced decreased demand for services over the past three years. Quality data was lacking. Decreased demand could lead to decreased cost effectiveness of this function. The STF recommends an assessment of staffing, costs, and user needs.

Library (Stafford) Reference and Instruction SEE ABOVE

The Library (Stafford) Reference and Instruction function provides individualized reference assistance to library users and provides instruction to classes needing library skills. This function has experienced decreased demand for services over the past three years. The STF suggests this function explore combining staff or schedules with the Fredericksburg campus reference staff.

Occupational Safety THIS FUNCTION IS OPERATING SATISFACTORILY AND WILL BE MAINTAINED IN ITS CURRENT FORM.

The Occupational Safety function is responsible for responding to and preventing unsafe workplace practices. This function lacked data on quality and demand. No cost table was provided. This function is extremely important to UMW and would benefit from additional data, possibly additional dedicated staff and increased training, and potentially combining this function with another in Emergency

Management.

Ombudsman THIS IS A TASK RATHER THAN A FUNCTION.

The Ombudsman function is performed by the Office of Diversity and Inclusion. The Ombudsman provides an opportunity for staff, faculty and students to seek assistance with conflicts, concerns or grievances related to the University, separate from the formal grievance process in Human Resources. It can be more effectively seen as a task than a stand-alone function.

On-line Learning Initiative WHILE THIS REMAINS AN IMPORTANT FUNCTION, WE HAVE HAD TO REDUCE FUNDING TO SUPPORT THIS INITIATIVE IN THE SHORT TERM. WE MAY NEED TO REVISIT THIS DECISION, ESPECIALLY GIVEN THE IMPORTANCE OF ON-LINE LEARNING TO OUR PLANS TO DEVELOP MORE FLEXIBLE DEGREE OPPORTUNITIES FOR ADULT STUDENTS. SEE BLS IN THE ACADEMIC TASK FORCE REPORT.

The On-line Learning Initiative function assists faculty in the development and implementation of on-line course offerings. This function lacks strong data on the quality and cost. The STF suggests exploration of how this function fits with other digital/online programs at UMW.

Policy Development and Oversight THIS IS A TASK RATHER THAN A FUNCTION.

The Policy Development and Oversight function is performed by the President's Office, to ensure that the "policy on policies" is being adhered to. It is more appropriately seen as a task of the President's Office.

President's Special Projects THE PRESIDENT WILL ASSESS THIS FUNCTION ANNUALLY.

The President's Special Projects function allows the UMW President to provide financial support for initiatives or needs that fall outside of traditional funding streams. While this flexibility is important, the STF suggests creating an assessment for quality and impact. Perhaps some of the recurring projects could have a committed budget (e.g., flu shots).

Professional Development Operations THE PROVOST'S OFFICE IS CURRENTLY REASSESSING THIS FUNCTION.

The Professional Development Operations function provides non-credit training courses for internal and external constituents. This program has low demand and is poorly integrated into the UMW mission and daily operations. However, this function makes a profit, primarily from facilities' rentals, and it could have potential if reframed properly.

Real Estate Management and Leasing THIS IS A TASK RATHER THAN A FUNCTION.

The Real Estate Management and Leasing function is charged with negotiating and administering leases for needed University space. This appears to be a task of the Budget Director rather than a stand-alone function.

Records Retention and Disposal THIS IS A RECOMMENDATION THE UNIVERSITY WOULD LIKE TO IMPLEMENT. BETTER MANAGEMENT OF RECORDS AND RETENTION ARE NEEDED TO FULLY COMPLY WITH STATE RECORDS PROCEDURES. THIS WILL BE CONSIDERED IN THE FUTURE WITH THE VP FOR ADMINISTRATION AND FINACE TAKING THE LEAD BUT IS NOT A PRIORITY AT THIS TIME.

The Records Retention and Disposal function is responsible for meeting state mandates for preservation and/or destruction of public records. This function did not provide any quality data, nor was a cost table provided. The function is currently housed in Emergency Management and Safety, an inefficient and ineffective home for this work. The STF recommends reassignment to another function.

Registrar Office Information Technology SEE ABOVE.

The Registrar Office Information Technology function maintains crucial student records and ensures graduation requirements are met. The Registrar's Office appears to need significant attention to the professional development of its staff, along with appropriate technology. This function, however, could be readily incorporated into others within the Registrar's Office.

Scholarship Administration WE ARE CHALLENGED YEAR-IN AND YEAR-OUT IN THE COORDINATION OF THE AWARDING OF SCHOLARSHIP AID WITH THE AVAILABILITY OF ENDOWED SCHOLARSHIP SUPPORT. A NEW SOFTWARE SOLUTION IS BEING EXPLORED THAT WOULD CONSIDERABLY IMPROVE THE TRACKING AND PROCESSING OF THESE AWARDS (RESPONSIBILITY FOR WHICH FALLS IN TWO OFFICES, WITH A THIRD ALSO IMPACTED)

The Scholarship Administration function gathers the information needed to make and administer scholarship awards. No data was provided on the quality of the services provided, the effectiveness of the awards process, and cost effectiveness of this function. Without a cost table provided, staffing levels could not be analyzed. The STF recommends that the new leadership in the Financial Aid Office reassess the efficacy of this function.

Small Business Development Center – Warsaw THIS IS A THRIVING OFFICE THAT IS WELL INTEGRATED INTO THE NORTHERN NECK ECONOMIC DEVELOPMENT AND BUSINESS COMMUNITY. IT IS AN IMPORTANT PART OF HIGHER EDUCATION'S SUPPORT FOR THE COMMONWEALTH'S ECONOMIC WELL-BEING. POTENTIAL FOR A STRONGER RELATIONSHIP WITH OTHER NORTHERN NECK INITIATIVES, SUCH AS THE RAPPAHANNOCK SCHOLARS PROGRAM, SHOULD BE EXPLORED.

The Small Business Development Center in Warsaw provides consulting, training and research to help grow the business community in Warsaw. There is strong need for this assistance in Warsaw. Despite crucial financial leverage from Hewlett-Packard, this appears to be an expensive function that is poorly integrated into the core mission and operations of UMW. The STF recommends reevaluating how this function coordinates with other regional economic development efforts.

Student Employment THIS FUNCTION IS CURRENTLY BEING REVIEWED. THE FIRST STEP WAS DETERMINING THAT STUDENT EMPLOYMENT THAT IS NOT SUBSIDIZED BY FEDERAL OR STATE PROGRAMS WOULD NOT IMPACT A STUDENT'S FINANCIAL AID ELIGIBILITY. SUBSEQUENT STEPS WILL CONSIDER THE LOCATION OF THE FUNCTION.

The Student Employment function is responsible for receiving student applications and connecting students with offices across campus, as well as tracking hours, pay and eligibility. This function is important both for students and the offices that employ them. More information was needed about how the function operates, as well as its quality. No cost table was provided. The STF recommends an overall program assessment of this function.

Student Handbook THIS IS A TASK RATHER THAN A FUNCTION.

The Student Handbook function updates and ensures that the Student Handbook is available to the UMW community. The available data is very limited in terms of quality or costs, as no cost table was provided. This function seems to be a task of the Office of Student Affairs Administration.

Student Life Programming COORDINATION IS OCCURRING AND WILL CONTINUE WHILE LOOKING FOR NEW OPPORTUNITIES TO COLLABORATE.

The Student Life Programming function financially supports a wide range of activities for students throughout the year. Because most of these programs, activities and events are evaluated by the entity

that sponsors the particular program, there is little information on quality, demand, and cost effectiveness.

The STF recommends better coordination with other student programming functions.

Supplier Diversity **UMW RECENTLY RECEIVED AWARDS FOR SUPPLIER DIVERSITY WORK. THERE ARE STATE MANDATED QUANTITATIVE MEASURES THE UNIVERSITY MUST ADHERE TO.**

The Supplier Diversity function ensures that UMW complies with state goals for use of Small, Women-owned and Minority-Owned (SWAM) suppliers. As currently configured at UMW, the function seems to be in need of both improved quality and better quality measures. This function appears to be a task within the Purchasing Office.

University Memberships and Dues **THIS IS A TASK RATHER THAN A FUNCTION.**

The University Memberships and Dues function includes UMW membership in bodies such as SACS. The template lacks data on which memberships are covered in this budget, and the utility of these memberships. These affiliations are a necessity for the University, but this action does not stand alone as a function, but rather is a task.

Women's Leadership Colloquium **THERE ARE NO PLANS TO ASSESS AT THIS TIME.**

The Women's Leadership Colloquium is an annual event designed to provide professional development and networking opportunities to women professionals in the Fredericksburg area. As currently configured, the function does not appear to be well integrated into the mission of the University; the function seems to serve small numbers, and it needs stronger data on quality and demand. No cost table was provided. The STF recommends an overall program assessment.

Writing Center – Stafford **THIS FUNCTION WAS ASSESSED AND CLOSED.**

The Writing Center on the Stafford Campus provides tutorials and workshops to assist students, faculty and staff on the Stafford Campus with their writing needs. The cost of this function appears high, even as demand is declining. The STF recommends an assessment of staffing, costs, and user needs.