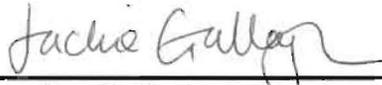# FINAL REPORT OF THE SUPPORT TASK FORCE

Of the University of Mary Washington 2013-14 Strategic Resource Allocation Study

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MAY 2014

FINAL REPORT OF THE SUPPORT TASK FORCE
Of the University of Mary Washington 2013-14
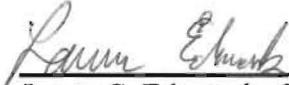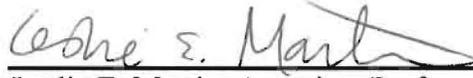## Strategic Resource Allocation Study

Respectfully submitted by:

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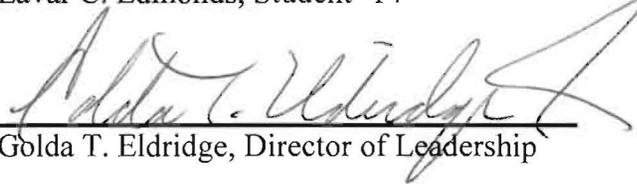Geography, Co-chair

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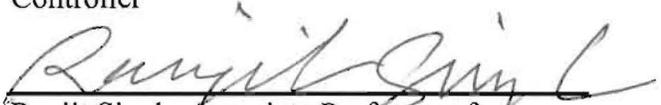
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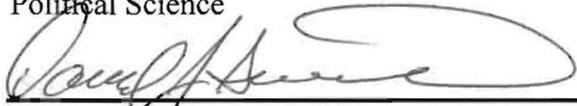
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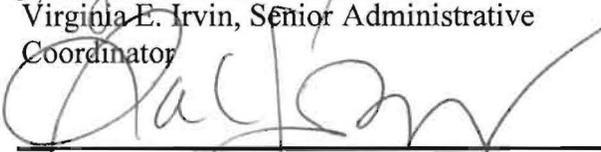
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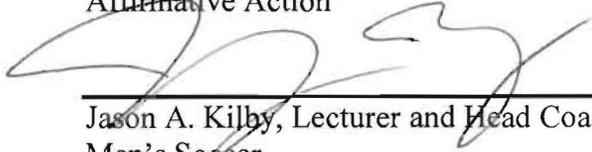
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SUMMARY

OVERVIEW

In the fall of 2012 President Hurley announced that UMW would engage in an assessment process designed to evaluate institutional strengths and weaknesses with an eye toward streamlining processes and focusing on our signature strengths. Two task forces were created, one to look at academic programs, the other to look at support functions. The charge was to emphasize those functions, services, and initiatives that optimize the following factors: University-wide impact or importance; clearly demonstrated demand and/or opportunity; and greater benefit than cost. Specific criteria developed by the Support Task Force to evaluate functions included: importance to the institution, external demand, internal demand, quality, cost effectiveness and opportunity analysis. This process would culminate with recommendations to leadership on how best to reallocate resources within the University to make Mary Washington more competitive and provide the best possible student experience. The process began in March 2013 with consultant training for the members of the academic and support task forces to help them better understand the goals, objectives and processes necessary to complete this project. Following training the Support Task Force (STF) met for fourteen months to establish procedures, conduct training for the University community and accomplish the evaluation process reviewing functions from all nonacademic areas of the University. The final list included 245 discrete functions. Functions were evaluated based on the above criteria. They were then assigned to one of five categories or quintiles, ranging from 5 as warranting enhancement to 1 as needing reassessment (information on the decision making process and voting on function placement is located in the procedures section). The complete list of functions and where they placed is included in Appendices B and C. It is important to note that functions are not the same as departments, and some departments may have many multiple functions.

SUPPORT TASK FORCE

The STF consisted of fourteen members including five faculty, one student, and eight staff members drawn from support functions across the University. The STF makeup provided representation from a broad cross section of University departments and facilitated a diverse perspective allowing the STF to better interpret and understand data from all functions. The two STF co-chairs were elected by the members and consisted of one faculty and one support staff person. The STF met weekly for an average two to three hours for discussion and deliberation. As the work progressed, subcommittees were established to manage community training, template development, terminology definitions and other tasks. The STF co-chairs met periodically with University leadership to brief them on progress and issues.

TRENDS

One thing that quickly became apparent was the existence of points of critical mass. These were areas where multiple functions had similar issues (lack of sufficient customer feedback, assessment, need for better marketing) or were impacted by the same process, activity or limitation in capability. As the task force evaluated templates, it became obvious that with careful planning and execution, relatively small changes to procedure or investment in materials, personnel or infrastructure could have a positive impact disproportionate to the required investment. These trends are outlined in the section titled Trends. This finding is significant

because it demonstrates the potential synergies this process uncovered to benefit large segments of the campus without requiring massive infusions of money, people or time. This is probably the most significant finding of the entire process for the Support Task Force and one that requires careful consideration before reallocation decisions are made.

RECOMMENDATIONS

As this work concludes, the STF sees significant benefit in institutionalizing an assessment process like this one focused on process and performance improvement. Accurate information is critical to any valid decision making process and the task force feels this process has demonstrated significant weaknesses in departments' abilities to assess their processes. Multiple approaches could simplify and increase the benefit to the institution.

One option is to conduct a similar process to the current one where the entire University is assessed at some recurring interval. This assessment could be set up to coincide with the development of succeeding strategic plans to better inform leadership on possible direction and areas of emphasis. The need to prepare for SACS evaluation provides another opportunity to connect assessment activities in a more meaningful and potentially less burdensome manner.

A second option is to assess a portion of the University each year, with assessments conducted on a rotating basis. This option does not require the same university wide level of effort for the single year evaluation and makes this assessment a more routine part of University operations.

Regardless of the model adopted it is important to capture the lessons learned by the task forces to aid future efforts and prevent some of the difficulties encountered during this process. The task force reflection later in this report identifies some of those issues and the philosophy taken in dealing with them. Task force membership is critical in facilitating this exhausting and difficult process. Whatever the form future assessment takes, it is recommended that prior task force members be included as part of any subsequent assessment effort. The second option makes this easier as task force members could rotate more frequently and create a larger pool of experienced members.

REPORT FORMAT

The report is formatted to provide an overview and introduction, explanation of procedures, significant trends and areas of critical mass followed by reflections on the process and ending with appendices that include the function list and where each was placed. Each function is identified alphabetically within its quintile, with a short explanation of the function, some reason why it placed into this quintile, and any STF recommendation.

PROCEDURE

The Strategic Resource Allocation (SRA) process has been carried out in several stages, each of which is described below. These stages have previously been outlined on the SRA website (http://taskforce.umw.edu/); this report has been updated and corrected from the online version and contains additional explanation where required.

Organization

The Support Task Force (STF) initially worked with consultant Larry Goldstein (Campus Strategies, LLC), and substantially followed his guidelines for the resource allocation process. Under his guidance the STF identified institutional documents of importance and 6 criteria by which support functions would be assessed and their relative weighting. With Larry and the Academic Task Force, the STF named the five quintiles and developed a decision-making framework. President Hurley required that the STF place an equal number of functions into each category. These criteria for assessment, the categories for placement, and the decision-making framework are as follows:

Criteria by which Support Functions were assessed:

- Importance to the institution 20%
- Internal demand 16%
- External demand 16%
- Quality 18%
- Cost effectiveness 15%
- Opportunity analysis 15%

Prioritization Categories or Quintiles:

5. Enhance: considered for enrichment to further improve program/function.
4. Maintain: no change needed to program/function.
3. Modify: need for minor changes to improve program/function performance.
2. Transform: need for substantial changes to improve program/function performance.
1. Reassess: subject to further review, candidate for reduction or phase-out.

Decision-making Framework:

1. A quorum is 11 members, 80% of the STF. All members will attend all meetings whenever possible; electronic attendance is acceptable.
2. When a vote is required, 11 members or 80% of the group must be in agreement for the vote to carry. Voting must include all members; votes may be transmitted electronically, but not by proxy. Each member must vote when a vote is required, even when the vote concerns their own function or department.
3. A fallback position was identified, in case the STF was stalled on a vote; this required 75% or 10 members to carry.

It should be pointed out that the STF began with two student members, for a total of 15, but one had to drop out early in the process. A facilitation group was established soon after organizational training; seven staff members from various areas were identified to help both task

forces collect data, manage the numerous templates and cost tables, and make information available to the University community.

The STF identified a regular meeting place and time. Members read Robert C. Dickeson's *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance* (2/e, 2010; Jossey-Bass). The SRA web site, available to UMW students, staff and faculty, was established to disseminate information about the procedure. Having decided on a method by which to proceed, the STF then established a number of sub-committees that worked concurrently to

- identify functions
- identify useful data sources
- create a template to be completed by each function administrator
- create a cost table to be completed by each function administrator, with help from the facilitation group
- create a rubric by which templates and cost tables could be assessed
- develop training materials with which to aid function administrators in completion of templates and cost tables

Identifying functions was probably the most onerous task. At the recommendation of the consultant, the STF started with a list of ORG codes and their titles. Information was then requested from each department via a survey, asking what functions each department performed, and what functions each department supported. Members of the functions sub-committee compiled responses and merged this new information with ORG code titles. With a list of almost 1000 functions, the sub-committee identified ways to separate "tasks" from "functions" and to consolidate or eliminate functions. Ultimately, the function list was reduced to 245.

The STF defined a support function as "any common set of activities that can be discretely measured, and consumes resources. For this purpose, resources include people, money, space, technology, and equipment" (Goldstein). A function was considered the *purpose* of a department, which might have several functions. Often, the purpose was achieved through set tasks and tasks were eliminated from the list. (Example: video production is used to train. Training is the function; video production is one way to train, so it is a task. Use of video is discretionary – training itself is not discretionary.)

Consolidation examples include individual student and athletic clubs, individual athletic teams, individual faculty research grants, and individual academic department management. In some cases, the STF consolidated functions at the request of the function administrator (e.g. James Monroe Museum & Visitor Services; Judicial Affairs and Community Responsibility). It should be noted that such grouping sometimes caused loss of detailed information. It was hard for the STF to assess cost effectiveness and efficiency, in particular, and in some cases it became difficult for the administrator to provide quality assessment data. Despite this loss of information, consolidation was considered necessary in order to produce a manageable number of functions.

Elimination was occasionally necessary to reduce the number of functions to be assessed. The STF originally planned to assess college-level committees, then reduced to only university-level committees, before eliminating all committees. Again, information was lost – particularly on

cost, which in most cases for committee work is staff and faculty time, but also on efficiency and quality. The elimination of committees was rationalized through the realization that, while committees fit the working definition of functions, most do not have a budget and not all committees serve at the pleasure of the University administration. It was ultimately decided that the loss of information was necessary in order to complete the resource allocation study in a reasonable amount of time.

The function list was posted on the SRA web site and was edited and updated as the community provided clarifications and requested consolidation or expansion of their areas.

Testing

The STF chose five functions with which to test the training materials, template, cost table, and scoring rubric. These were chosen to provide examples of large, small and unique functions:

- Center for International Education
- Department of English, Linguistics and Communication Management
- James Monroe Museum
- Paint Shop
- Residence Life

The STF held training sessions with representatives from these functions as well as members of the facilitation group, and each function completed a cost table and a template. The STF provided feedback on the templates in an attempt to get more of the kind of information it was looking for, and adjusted its template, training materials, and rubric accordingly.
It was during the assessment of test functions that the STF decided to drop individual academic department management. While a great deal was learned about the management of a large academic department (English, Linguistics & Communication), cost information could not be fully assessed because all faculty time was accounted for in the Academic Task Force templates under teaching, and most of the tasks of any academic department were very similar. By consolidating this group of functions down to the college level (e.g. CAS Academic Department Management) the number of functions under consideration was seriously reduced. However, such templates gave little information about office managers, efficiency, quality and opportunities for growth. Any discussion of reorganizing these functions should include their individual assessment.

Training & Data Collection

Eleven training sessions were held in early October. Training materials were also available online, and many function administrators contacted members of the STF directly for help. Sample answers to template questions were provided from the test functions under each section. Function administrators completed templates online through Sharepoint. Function administrators were also responsible for completing a cost table.

The purpose of the template was twofold: to assess each function according to the six criteria previously identified, and to find distinctions between functions, so the STF could more effectively separate them into the required five categories or quintiles. Most templates were 4-5 pages long; each criterion had two or more questions; there was space at the end to add pertinent information. Templates were submitted for approval to a cabinet-level administrator or their designee, who uploaded them to Sharepoint.

The cost table was designed to provide the annual cost of the function for fiscal years 2011, 2012 and 2013. Function administrators were sent a summary of actual equipment and operating costs, developed by the facilitation group; often these were by ORG code and help was needed to break out costs by function. It was important to the STF that actual rather than budgeted costs were provided. Function administrators entered position titles for all employees in the function, indicating full or part time status, average number of hours worked per week and what percentage of time was spent on the function. Facilitation group members converted this data to total salary by function, which was added to total cost. Functions that produced revenue reported that data for each fiscal year, and it was subtracted from cost where appropriate. Cost tables were ultimately approved by the facilitation group and posted to the Sharepoint site.

Assessment

Review of functions began in early November. The STF began reading ten templates and their corresponding cost tables per week and progressed to reading twenty per week as it became more efficient. Each week, all members read the specified templates and cost tables, and completed an individual rubric. Initially, functions were chosen randomly; as time went on, related functions were examined at the same time. Rubric results from each member were compiled at the beginning of the weekly meeting, which was spent discussing the functions read to date. Functions were assigned the quintile considered most appropriate. After the first 30, the initial weeks' functions were revisited to make certain that the STF was consistent in its method. Assessment was completed in mid-April. At this point, all templates and cost tables were made public to the UMW community via the web site.

The STF sorted functions into quintiles. Quintile placement was influenced by newness, uniqueness, the six assessment criteria, and the fact that 49 functions had to be placed into each quintile.

Reporting

This report was written over four weeks in late-April to late-May, again by sub-committee and with a great deal of cooperation. The report has been provided to the administration.

TRENDS

The STF identified a number of over-arching trends through the assessment of functions. These trends are described in alphabetical order.

Cost Effectiveness of Administrative Overhead

Administrative costs are a source of debate across higher education; the STF kept an eye on this issue during the review process as it examined operating expenses across functions. Fortunately, the administration of some functions appears to be very cost effective and efficient, for example all of the functions within the Finance Office and the Payroll Office.

Other functions, such as IT Enterprise Application Services and IT Infrastructure Administration had high operating and personnel costs, but they were also broadly utilized, so their overall costs were driven down by their high demand. In many instances, high costs were due to high personnel expenses alone, caused by either large staff sizes or high salaries.

Some functions seem to overlap. Administration of these could be streamlined or reorganized for better efficiency and to take advantage of potential synergies. Examples include Center for Economic Development Operating, Fredericksburg Regional Alliance, Small Business Development Center and Small Business Development Center – Warsaw.

Some of UMW's funding opportunities are extremely decentralized and the University could potentially recognize significant benefit from a more coordinated approach. Examples include supplemental funding for faculty or student research activities. This approach may also ensure parity of opportunity between the colleges.

In some cases, separating the administrative oversight of certain functions from the functions themselves was problematic. Such was the case with Facilities (Building) Maintenance & Administration and Facilities Administration. A more clear division between the function's oversight costs and the function's operating costs would clarify the cost effectiveness of each. Another complicating issue was with offices currently undergoing restructuring so that actual administrative costs were difficult to determine. The complete lack of cost data in many cases made determining true administrative costs impossible.

Whenever possible, consolidation of administrative functions and tasks should be considered to take advantage of economies of scale.

Customer Feedback and Assessment

A key component of assessing effectiveness is asking those served by any function how they think that function is performing. Combining that with objective measures of performance greatly enhances the function's ability to update and improve its processes. The task force became aware very early in its evaluations that one area where UMW as an institution consistently lacks focus and attention is soliciting that feedback. While assessment is at least addressed by most functions on the campus, there is no evidence that the University as a whole is deliberate in actively seeking useful and substantive feedback from the people and functions it serves. That is not to say the value of such information is ignored or discounted but the evidence suggests a very haphazard approach to the issue.

The function templates spoke very clearly to this issue in that some more traditionally customer-service oriented functions have formal feedback processes, while others relied on anecdotal evidence or simple attendance numbers to demonstrate quality, and many had no feedback

mechanisms at all. The STF recommends that the University embrace a purposeful and deliberate approach by all departments to determine what feedback is needed and put mechanisms in place to gather the information. Surveys are the most obvious tool but are only one of many possible options. Given the prevalence of electronic communications, social media and the presence of on-campus experts in assessment, marketing, and customer relations, there is no reason a well thought out and effective plan to collect this information is beyond our grasp.

Customer feedback is not considered sufficient in itself and must be part of a broader assessment strategy. But without it, functions are left to develop training, to present activities and to provide services based on what they think others require, rather than on demonstrated needs and desires. This is an opportunity for UMW to take a leap forward in improving processes and assessment and to better serve our constituents, both internal and external.

Equipment Replacement

One of the trends noted through the review of support function templates is that equipment campus-wide is dated. The STF would like to push for a replacement plan for all equipment. Separate plans might be needed for machinery, vehicles and the pool fleet (lawn mowers, power tools, trucks, vans, etc.), for office equipment (computers, software, servers, scanners, printers, etc.) and for building infrastructures (HVAC, controls, data controls, etc.). The lack of a replacement plan is evident in the numerous equipment requests made in many templates. The number and scope of equipment requests may require a campus-wide survey to determine individual or departmental needs, and design of a proactive replacement schedule for the future.

Many of our buildings are old, and many of the buildings' infrastructures are antiquated; these buildings should be paid close attention. Newer (or renovated) high-technology buildings have equipment with high maintenance needs, both in their offices and classrooms and in their infrastructure. Equipment life span will continually diminish; a replacement plan will maintain efficiency of these newer structures.

Event Equipment

Several University functions referenced needs and obstacles they faced around issues of planning and hosting events on campus. In some instances the issue is the lack of storage space for event equipment, such as tables and chairs (the Underground, Community Service Events). In other instances the issue is the staff time and effort required to pull together all of the elements needed to effectively host an event on campus (Admissions, Community Service Events). Functions made a strong argument that purchasing sufficient tables, chairs, and other event equipment would be more cost effective long-term than regular equipment rental. Several templates referenced a desire to have a centralized point of contact to arrange space, scheduling, chairs and tables, audio equipment, and assistance with set up. University Events and Conferencing expressed a desire to gain the support needed to become such a one-stop shop for on-campus events; perhaps in collaboration with the Set Up function, these equipment and scheduling challenges could be eliminated across the University.

Growth of UMW Physical Footprint

UMW's physical infrastructure has expanded dramatically in recent years, with plenty more to come. A partial list of new, expanded, improved, or rising structures includes the (unfinished) Eagle Village complex, the Anderson Center, the Annexes, Monroe Hall, Mercer Hall, Woodard Campus Center, Mason and Randolph Halls, Stafford and Dahlgren campuses, and the large

ITCC and Campus Center structures. UMW's total built square footage continues to grow, while the main campus is undergoing physical transformation. These changes pose serious technical and physical challenges to those charged with cleaning, maintaining, and delivering reliable core services. Unfortunately, the resources allocated to these vital tasks have not kept pace with the rate of expansion.

The negative effects of this allocative discrepancy are clear to the STF. A number of templates convincingly describe the deterioration of valued assets in the absence of critical repairs, and the inability of staff to cope with demands arising from both new and aging facilities and grounds. UMW is faulted for a short-sighted failure to invest in basic infrastructural and equipment needs. Not surprisingly, the 5th quintile – defined, in part, as functions that affect many constituencies and face increased demands with insufficient resources – contains a number of these over-stretched functions, including Athletic Fields, Grounds Maintenance and Administration, HVAC Department, and Paint Shop. Other affected functions may include Carpenter Shop, Steam Plant, and Facilities (Building) Maintenance and Administration. Proposals to address these problems range widely. They include adding personnel, improving irrigation, funding a tree survey, investing in more efficient and reliable heating technologies, and more.

The STF recommends giving these functions the resources necessary to safely ensure UMW's legacy. UMW appears to be at a tipping point. Grounds Maintenance and Administration warns that our ability to maintain UMW's campuses at accepted levels is already "precarious." The STF believes that failure to act would prove wasteful in the long-term, and risk key institutional assets, such as our distinctively beautiful campus, playing fields, and buildings. Insufficient funding for basic facilities and grounds maintenance may ultimately harm other functions, too. As Facilities Administration puts it, "The quality and functionality of our facilities … [are] falling into an accelerated decline which may jeopardize the ability of both academic and student affairs to meet the institution's mission goals." After a period of unprecedented expansion, a period of thoughtful stewardship should follow.

Information Technology

Many functions expressed the need for technology in terms of computers and software, information systems, etc.

Often, tasks are completed by hand where technology could simplify, speed up, and reduce errors in the process. Functions are aware that they need to address this problem. One example is Payroll Administration, where time-tracking was done by hand until 2014. Another is Admissions and Financial Aid, where student files are on paper; they can be viewed by only one function at a time and cannot be used by admissions staff while they are traveling to recruitment events. Starting with technology-related renovations recently completed along with the addition of a technology-rich building like the Information and Technology Convergence Center (ITCC), as well as a new Campus Center, IT support needs will only increase.

The STF discussed whether a permanent CIO may be needed to further the administrative system vision. However, a more immediate need might be to have a position that coordinates the vision of all IT processes, a position that provides thorough analysis and evaluation of systems and processes to maximize efficiency and consolidate costs.

The need to deal with issues of employee turnover is also apparent, along with increasing staff expertise for constantly changing technology. New technology brings with it security issues as

well, especially as UMW encourages students to bring their own devices to campus. A combination of strong leadership, from both an academic and an administrative perspective, as well as a holistic view of UMW's teaching mission, warrants continuing, consistent, and thoughtful investment.

Marketing & Advertising

Marketing and Advertising has become a hot topic in recent years at UMW. Most visibly, University Marketing has focused a majority of its resources on rebranding and visibility campaigns aimed at attracting prospective students for the Admissions function. The need for strong University Marketing and Advertising does not stop with Admissions. Many of the function templates indicated a strong need for additional marketing and advertising. For those functions, an increase in this area would create additional visibility and demand for the function. In many cases, an increase in demand would directly correlate to an increase in revenue, which would positively affect cost effectiveness and possibly quality of the function. A few specific functions which would benefit from additional marketing and advertising investment include Athletics, Belmont, James Monroe Museum, the Multicultural Fair, and the Art Galleries. The Support Task Force recognizes the overarching need for additional marketing and advertising efforts and encourages University Administration to consider investing in individual functions that have demonstrated need for additional marketing resources in order to enhance those functions' performance and effectiveness. Alternatively, the University could reduce the current funding levels for the visibility campaigns and reallocate those resources to functions needing advertising and marketing assistance. In addition, the functions would use the University Marketing department as a resource for implementing new marketing and advertising initiatives.

Mentoring

A number of functions perform mentoring activities for various student populations. The RISE Peer Mentoring Program is a student to student program aimed at first-year underrepresented students and is housed in the James Farmer Multicultural Center. The Student Transition Program is another peer mentoring program aimed at first-year underrepresented and first generation students and is housed in the Office of Diversity and Inclusion. The College of Business currently has a career focused mentoring program involving volunteers from the business community who mentor third-year students. The first two programs are voluntary while the third is a requirement for business majors. Finally the Office of Academic and Career Services is working with the Center for Honor, Leadership and Service (CHLS), the Office of Alumni Relations and College of Business to expand and implement a pilot program the CHLS office has been working on for the past year. All of these programs could potentially benefit from collaboration to ensure the greatest number of students is deriving the greatest benefit. In addition to the above listed programs a number of other opportunities target key segments of the student population. These include: James Farmer Scholars Program, Rappahannock Scholars Program, NEST, Judicial Affairs, and Student Tutoring Program.

Mentoring at UMW has demonstrated significant benefits. The STF supports creating campus wide collaborations to maximize this opportunity to positively impact UMW students.

Purchasing

Several functions discussed frustrations with the purchasing process. Some of the roadblocks functions perceive are rooted in state regulations, but the frustrations are significant enough to warrant mention here, in hopes of improving the process.

Some functions state that following SWAM regulations is burdensome. Most of these templates state that functions comply with SWAM quote protocols and then select the least expensive option, which is often not a SWAM vendor. They state that there is an increased burden of paperwork and reporting required for this type of savings, without achieving the SWAM program objective.

Many functions would like to see procurement and purchasing procedures streamlined. Managers, purchasers and users of the system need more guidance, support and assistance making purchases under the state regulations. This support may mean additional staff in purchasing and/or increased technology and training. Moreover, the STF recommends a plan for self-assessment that includes surveying end users.

Staffing and campus-wide staffing assessments

Many functions expressed a concern about insufficient staffing levels. Quite a few functions admitted not having any type of assessment of their staff, their work, their production, or their impact on the University as a whole. Staffing standards have not been established for the University.

The STF divided these concerns into the following three areas:

1. Some functions perceive a staffing need but either do not have the data to support it or are unaware of how to capture it. It was difficult in some instances to know exactly what the needs were because no evaluation or assessment has been done to determine needs, strengths, weaknesses, etc. Examples include Occupational Safety and Career Counseling.

2. A few functions have been recently restructured, and the current structure's evaluation of quality or cost effectiveness cannot be measured yet; therefore, providing additional staff may not be warranted at this time. Examples include the Academic & Career Services Office and Admissions functions.

3. Many functions were able to provide data and/or explanations supporting their requests for more staff. In most of these cases the functions report increased demand without any increased resources, and are struggling to meet demand, for example by working more than 40 hours in an average week. The STF supports the requests of these functions for additional staffing. A few examples are the Finance functions, Center for International Education functions, Dodd Auditorium Operating and the Facilities trades functions.

In summary, the STF strongly supports a staff assessment process in every support function, whether it is performed by area (academic, finance, student affairs, etc.) or by smaller categories before making significant investments or program changes in response to this potential need.

Training

The need for end user and service provider training resonated throughout the support function templates in critical areas of University operations, including processes, external regulatory requirements, University policies, job skills and technologies, safety, and security. Training is

integral to any efforts to mitigate risks, improve staff performance, enhance customer service, update service delivery and streamline processes and in general, to meet the ever evolving and increasing complexities associated with "work" in a public higher education environment.

While laudable attempts to offer consistent training activities in house have been and are being made, many are hindered by inadequate class space, very limited access to labs, limited staff resources to develop courses and inadequate funding to purchase training services. The University's web based online training system, UMW Global, is available to deliver training conveniently and at low cost, but is perceived as unfriendly and "hard" to use.

The taskforce recommends funding training programs as a cost effective way to accomplish ongoing process and operations improvements and as a smart investment in the growth and professional development of University staff. A centrally coordinated training program, based on an assessment of training needs, by function and position, would efficiently and effectively address most of the issues identified in this review. Tailored curricula of on-line courses would be the primary method of delivery, with in-class experiences as needed.

The STF recommends investing staff time and support to optimize UMW Global as the officially designated mode of on-line training delivery for the University's support functions. As a state sponsored training system, Global gives the University access to statewide training programs offered by the state's central regulatory agencies like DHRM or DOA, many of which are used by our departments. The vast majority of end user difficulties arise from unfamiliarity with the system, lack of single sign-on, and browser issues. Routine use and adequate training may resolve those issues.

Wellness

Several functions have a focus on preventative care and expressed a desire for additional staff in the area of wellness, nutrition, health maintenance and athletic training. It seems to the STF that synergies would be beneficial in this area of wellness, such that one new hire might improve the experience across multiple functions. Potentially, these are Athletic Clubs, Athletic Training, Behavior Team, Campus Recreation Administration, Fitness Center Operations, Human Resources, Inter-Collegiate Athletics, Judicial Affairs and Community Responsibility, Psychological Services, Residence Life Education and Student Health. A campus-wide wellness committee has already been created.

REFLECTIONS ON THE PROCESS

The Strategic Resource Allocation Support Task Force (STF) is comprised of fourteen members of the UMW community, including full-time staff, faculty, and one student representative. This final report completes one process and starts another. Consultant-led training sessions began in March 2013, with an initial target end date of December the same year. Since that time fourteen months ago, the STF has held training events, group deliberations, subcommittee meetings, and reviews. This lengthy service to the institution has challenged each one of us. Accordingly, STF members think it worthwhile to include in this report some reflections on the quality and limits of the reallocation process as a whole.

To begin, our work has been as data-driven as practicable (utilizing both quantitative and qualitative data), but the STF consistently drew upon its members' diversity as an important resource, too. Differences in opinion were natural, apparent, and expected from the start. Task Force members invariably brought unique "insider" perspectives to the issues at hand, and asked basic, "outsider"-type questions. This wide-ranging and deliberative process – a product of the STF's unusual functional diversity – has been highly valued by the group. Combined with its members' sense of accountability, the process itself has proved to be the ultimate source of the STF's confidence in its decisions. Put simply, the STF is unanimous in its conviction that this final report represents the best, most thoughtful work we could do.

That said, the STF is strongly aware of the limits of this (and perhaps any) strategic reallocation study and resulting recommendations. After a long process, the STF formulated 245 functions to review; this inevitably meant that many functions were combined for efficiency, and some were eliminated. We reviewed templates of extremely varied quality; some virtually empty of data, others replete with both data and useful context. From the start, then, we recognized that the value, quality, or performance of a function may not correlate well with its presentation in a submitted template. Unfortunately, this problem was a common one, and the STF often found itself compelled to evaluate a function on the basis of the unsatisfying data provided by its template.

Furthermore, the templates and scoring rubrics designed by STF are themselves imperfect instruments. The STF worked under time constraints that limited our ability to craft more useful instruments. The group has been frustrated by the inability of the template, in particular, to capture all the data its members consider important to the assessment process. A case in point, the question on the cost effectiveness of restructuring from the undergraduate and graduate college model to the three college model cannot be answered in this study as the data provided only extends to the last three fiscal years. On occasion, we grasped better measures of the information we sought, such as function quality, only after the template review process had begun. It should also be noted that the utility of quintiles – mandated by President Hurley – raised strong concerns within the STF. Another frustration was the recognition that, while the Support Task Force was doing its work, UMW did not stand still in hiring, purchasing, and reorganization.

In sum, this resource allocation study was a first-time experience for our institution, and our learning curve has been steep; it is our hope that these imperfections and limitations will be dealt with more successfully should UMW choose to repeat this process.

Fully acknowledging these caveats and limitations, the STF is confident that the recommendations found in this report represent a useful starting point for continued, more focused analysis of reallocation issues and priorities.

Appendix A: Characteristics of each Quintile
Functions meet one or more of the criteria under each quintile:

Quintile 5
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

Quintile 4
Maintain: no change needed to program/function
1. function requires no changes
2. function is new and provides little information on quality and cost effectiveness but is flagship or unique, or has a direct impact on students and/or staff, and appears to be well-structured.
3. function's opportunity analysis was not strong; opportunity analysis rationale benefited only this function in a limited way; potential benefits for further investment seemed limited
4. function's opportunity analysis addressed general university needs less specific to the particular function or exceeded the scope of the function
5. existing function seems to operate efficiently given the resources available; overall quality is assessed and reported; cost effectiveness seems to be considered in daily operations; in some cases the task force was aware of ongoing investment or changes already taking place, therefore satisfying the opportunity analysis
6. related functions had similar opportunity analyses, therefore the additional resources were invested in the other function(s)
7. function has external/private funding sources or is required by policy or mandates; function is operating effectively and as required; function needs to be maintained

Quintile 3
Modify: need for minor changes to improve program/function performance
1. function is performing at an acceptable level but has weaknesses or gaps that if addressed could propel it forward
2. function's quality or cost effectiveness are not being adequately measured to provide information on how to improve the function
3. function has inadequate resources (personnel or technology or money) to perform all assigned tasks
4. function is currently or has recently been restructured; no major changes are anticipated but performance requires closer monitoring
5. function is performing acceptably but could enhance its own and/or others' operations through greater collaboration
6. function is new and provides little information about performance; requires monitoring to ensure success

Quintile 2
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

Quintile 1
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

Appendix B: Description of Functions by Quintile

Quintile 5 Functions

Accounting (including Grant Accounting)
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
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 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
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 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
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
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
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
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
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
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
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
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)
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
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)
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
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 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
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
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
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, Medicat, 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
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
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)
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
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
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
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
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
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
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
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)
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
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
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)
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
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
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
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
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
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
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
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 Medicat.

Summer School Management (unallocated)
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
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)
DTLT supports the instructional technology needs of the UMW community through instructional design and 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
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 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
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
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 4 Functions

Administrative and Financial Support Services (Help Desk)
The Administrative Financial Help Desk function supports the University community with any Finance and Procurement Services related topic and supports the University community in training and determining which funding source to use on financial transactions. The function has high demand and demonstrates strong cost effectiveness. The STF recommends that the function explore evaluation methods to improve quality.

Advancement Stewardship, Donor Relations, and Operations
This function focuses the majority of its efforts on the management, stewardship and growth of the UMW endowment. The function supports multiple areas within the University and enhances the advancement operation. A new position was added recently, so the STF suggests waiting to see the impact of that person, before adding additional staff resources. Enhancements mentioned in the opportunity analysis seem beneficial, but would be housed within a different function.

Alumni College
This function provides life-long learning opportunities for alumni and friends of UMW through on-campus classes and travel with faculty experts, as well as service and outreach opportunities for UMW faculty. The function impacts a large number of external constituents and the cost effectiveness is strong. Recommendations for this function include increasing advertising, exploring ways to provide Alumni College online, and assessing effectiveness and seeking correlation with donors and alumni giving.

Alumni Executive Center - Operating
The Jepson Alumni Executive Center Operations function extends the presence, influence and goodwill of the University by providing a permanent "home" for alumni, housing the departments of Advancement, Alumni Relations and Annual Giving as well as providing events, meeting space and lodging for both internal and external clients. The function works towards a model of self-funding through rental of the facilities. Current and projected revenue decline is a result of lack of advertising and higher usage by the University during campus construction projects. The task force recommends that the function begin to advertise rental opportunities to maximize revenue.

Auxiliary (Business) Services Administration
Auxiliary Business Services Administration provides leadership for and management of the University Bookstore, Copy Center, EagleOne Card Center, Parking Management, Post Office, Procurement Services, and Vending Services. The function supports multiple areas within the University and demonstrates high demand. Resources requested in the opportunity analysis seem to benefit the individual functions, so no additional resources are recommended for Auxiliary Business Services Administration.

Behavior Intervention Team
The Behavior Intervention Team identifies and assists students in accessing resources that will help them meet expected University behavioral standards and succeed academically, personally and socially. The function has strong internal demand, is important to the mission of the University, and has high quality data. The STF recommendation is to maintain the function, as there was not a strong case for additional investment.

Bookstore
The Bookstore function provides course materials to students and unique UMW branded items to customers. It has a strong tie to the mission of the University, high demand, and quality data. Several changes already underway were described in the template. As a result, the task force recommends the

current level of support from the University. Opportunity analysis asks for major investments and changes, which the STF feels are not warranted at this time.

Budget Administration
This function ensures that operating funds are budgeted and expended in accordance with the budget adopted by the Board of Visitors. This is a necessary function supporting the daily operations of the University. The STF recommends that this function consider addressing cost effectiveness and quality assessment. No further investment is requested by the function.

Campus Recreation Administration
This function provides opportunities for recreation, leisure, and fitness on campus, and manages the intramural sports program. It has a strong tie to the UMW mission and provides evidence of high demand. Quality is measured, and there seems to be strong evidence of cost effectiveness. Request for indoor space is noted, although it may not be feasible at this time.

CAS Faculty Development Supplemental Grants
This function supports faculty travel to conferences where they present research. The function aids in faculty retention and supports the mission of the University. There is evidence of strong internal demand. The STF recommends implementing fund allocation procedures to ensure the function impacts the highest number of faculty possible.

Cashiering
The Cashiering function is responsible for accepting and processing all incoming payments to UMW. The function has high demand and strong quality assessment. The need for additional technology is noted, and addressed as an overall need for multiple functions within the University.

Center for Economic Education (CEE)
The UMW Center for Economic Education was established to partner with the Virginia Council on Economic Education to serve Fredericksburg and the surrounding counties. This is a new function and seems to be operating well. Quality and evaluation methods are being developed. The function currently generates revenue.

Center for Honor, Leadership and Service
The Center for Honor, Leadership, and Service mission is to inspire and prepare Mary Washington students to be engaged global citizens. The function is new and supports the mission of the University. The function has internal demand, and is addressing quality and assessment. Given limited data due to the newness of the function, the recommendation is to maintain the current level of support.

Center for Leadership and Media Studies
The Center uses a variety of regular events and activities for students, the campus community, and the world beyond Fredericksburg to enhance student learning and to increase the visibility of Mary Washington in a variety of venues. The function is new and does increase the visibility of the University, as evidenced by the quality data provided.   Recommendation is to maintain as-is.

Central Storeroom and Surplus Property
The function assists with procurement and storage of equipment and supplies, and supports facilities services in many ways. It is controlled by many state mandates and regulations and has high internal demand. The function has recently undergone restructuring; there was no request for additional resources. The STF supports exploration of opportunities for revenue generation, for example by more aggressively advertising surplus sales.

Chief Information Office Administration (IT)
The Chief Information Office defines and directs the information technology mission, vision, strategy, and tactics for the effective use of information technology at the University. This function has high internal and external demand and strong importance to the institution. The function is administrative and further investment is needed in related functions, but not this one.

College of Education Operating (DEAN)
The College of Education Operating (DEAN) leads, supports, monitors, and documents academic programs and activities in the College of Education. The function is of high importance to the University, has strong demand and quality assessment. No additional resources are requested other than enhancements to other functions, which would directly benefit this function.

Commencement
Commencement is a formal ceremony to confer degrees to graduating students. The function has a direct tie to the mission of the University and has high internal and external demand. The request for a civic center is not feasible. The STF's recommendation is to explore ways to increase cost effectiveness and use of webcasting.

Compliance and Review (including tax compliance)
The Compliance and Review function ensures that UMW is in compliance with the many various state and federal regulations. This function is mandated to ensure the University stays within the standards set by governing bodies. Quality data shows that compliance has increased. The STF's recommendation is to maintain this function at current levels.

Dahlgren Operating
This function identifies and supports academic degree and workforce development programs offered by accredited higher education institutions, and other credentialed providers in response to identified educational needs. This is a new function working towards a model of self-sustainability. Strong quality and cost effectiveness methods are being used. The STF's recommendation is to continue promotion to increase demand.

Electrical Shop
The Electrical Shop function provides electrical maintenance and repair and supports UMW facilities, building systems and equipment. Strong demand is noted, and importance to the University is implied. The function seems to operate efficiently utilizing current resources. The STF would like to see improvements in quality assessment methods.

Eminent Scholars (Jepson Fellows, etc.)
This function supports the disbursement of scholarships such as the Jepson Fellowship in accordance with University of Mary Washington Foundation spending policies. Funding is primarily through earmarked private giving. External demand is high, as it relates to the entire research community. No additional resources are needed.

Employee (Staff) Benefits Administration
This function administers state benefits and related benefits programs for the University. The function has high internal and external demand and operates according to state regulations. It operates efficiently given staffing and resource limitations. The STF recommends that the function increase communications to employees and consider quality assessment methods.

Facilities Administration
Facilities Administration is responsible for the maintenance and operations of the real property assets of

the University as well as many varied service areas. The function has strong demand, importance to the institution, and quality assessment. A strong case for additional resources was made, but the items requested related to other functions, not Facilities Administration.

Facilities (Building) Maintenance and Administration
The function manages facilities services departmental operations, supervises all activities of trades personnel, custodial operations, and facilities support contractors and provides direction for corrective and scheduled maintenance. The function has strong internal and external demand, importance to the institution, and high quality and cost effectiveness. Opportunity analysis addresses needs within other functions. The STF's recommendation is to maintain this function at current levels.

Facilities Contract Services Administration
The function is responsible for the development and administration of the majority of facility support contracts for the University. The function has a strong importance to daily operations of the University, high internal demand, and high cost effectiveness. The STF recommendation is to maintain at current levels.

Fixed Asset Management including ETF
The function maintains the accuracy and integrity of Fixed Asset processes and records and provides necessary internal controls to reduce risk, protect and account for UMW's financial resources. Fixed Asset Management has many external and state mandates and operates within parameters. Quality and cost effectiveness are high. The STF recommendation is to maintain at current levels.

Great Lives Series
The Great Lives Series function extends the University's outreach to the local community by presenting free public lectures focusing on biographical approaches to history and culture. The function has high external demand and is primarily privately funded. The recommendation from the task force is to explore revenue generation.

Honor Council - Main Campus
The Honor Council function promotes academic integrity and honor at the University. The function has high importance to the institution, high demand, is cost effective, and has started quality assessment. Recommendation is to maintain current funding and support.

Honors Program
The Honors Program is a new function designed to attract and retain high achieving students. It is cost effective and has a high importance to the University. The STF's recommendation is to continue developing the program and ensure quality assessment methods are put in place.

HR Administration
The Human Resources Administration function is the management of Human Resources programs and ensures the proper administration of state and federal law and policies. It demonstrates strong importance to the institution and internal as well as external demand. The STF recommendation is to improve quality assessment and explore ways to increase cost effectiveness.

Inter-Collegiate Athletics (Including Team Administration)
The Inter-Collegiate Athletics function recruits and retains quality student-athletes. This function has high demand and quality data. Opportunity analysis describes a need for improved facilities, but these are not part of the administration function. This function has seen significant change and the recommendation is to maintain current levels of support, while monitoring cost effectiveness and quality assessment.

Internal Audit and Advisory Services
The Internal Auditing function is an independent, objective, disciplined approach to evaluate and improve the effectiveness of risk management and control processes as they relate to UMW's mission. The function is mandated by the state and does not request additional resources. The STF recommends implementing quality assessment methods.

James Farmer Multicultural Center
The James Farmer Multicultural Center facilitates students' learning and personal development, by increasing students' awareness and knowledge of diversity issues (i.e., cultural, ethnic, intellectual and social) that shape both the individual and the community. The function has high importance to the institution as well as high demand. Quality assessment is strong. The STF's recommendation is to find space for a permanent James Farmer exhibit on campus, as requested in the opportunity analysis.

James Monroe Museum and Visitor Services
This function collects, preserves, and interprets artifacts and information related to the life and career of James Monroe, as well as supports UMW's educational mission through student internships, collaboration with academic departments, and public presentations. There is evidence of high quality and cost effectiveness, as well as high external demand. The STF recommendation is to increase advertising of the museum to increase both internal and external demand.

National Latin Exam
The function promotes the study of Latin throughout the United States and internationally, encourages individual students in their studies, and offers a method of outcomes assessment for individual Latin programs. There is high external demand for this function, and it is highly cost effective. The function provides positive public relations for the University. It did not request additional resources.

Parking Management
The Parking Management department ensures that University parking resources are used in a safe and efficient manner. There is high demand for the Parking Management function, as well as evidence of strong cost effectiveness, as the function produces significant revenue. Restructuring has already occurred in the function. The STF's recommendations include a comprehensive parking study, better signage, and continued focus on customer service.

Plumbing Systems
The Plumbing Systems function provides critical plumbing and steam-fitting maintenance, repair and support to UMW facilities, building systems and equipment. The function has high importance to the institution, high demand, with strong quality and cost effectiveness. The function seems to be operating effectively with current resources, although the task force notes that the addition of new buildings on campus will cause demand to increase.

President's Office Administration
The President's Office Administration function is responsible for carrying out the institutional mission and for all operations of the University. All daily operations of the institution ultimately fall within the scope of this function. This function is essential to the mission of the institution, has high internal and external demand, and strong quality data. No additional resources were requested in the opportunity analysis. It should be noted that the President's salary was not included on any function's cost table, preventing the STF from estimating the cost effectiveness of this office.

Provost Administration
The Provost Administration function has oversight of University academic programs, research, and faculty matters and provides major administrative support for a number of functions that support

academic programs. The function has high importance to the institution and high demand. Opportunity analysis references stability, which was hopefully achieved through the hiring of our current Provost. The STF recommendation is to maintain this function at current levels.

Recruiting - Athletics
The Athletics Recruiting function recruits and encourages quality student athletes to select UMW as their university of choice, and follows all NCAA guidelines. The function has strong internal and external demand, and appears to be cost effective. Most funding is through camps and fundraising. The function seems to be operating effectively given current resource constraints.

Sabbatical Administration
This function coordinates the academic development leave program that allows faculty to devote concentrated time to studies, investigations, research, scholarly writing, and artistic projects. The function has a strong importance to the institution, internal demand, and has some quality assessment methods in place. The function recently received an increase in funding, therefore no new resources are recommended. The function should consider instituting further assessment methods.

Set-up, Logistics, Moving Support
This function supports day-to-day operations to provide classroom, residential and event setup and maintenance support services.   The function has strong demand, is cost effective, and has quality assessment methods in place. The function is meeting demand and is operating effectively with current resource levels.

Support Services Contract Administration
The Support Services Contract Administration function provides oversight of contracts held by the Business Services Office. This function has strong internal demand and demonstrates high cost effectiveness as it has a net profit.   Revenues generated within the function could be reinvested in this function.

Tennis Center Operating
The Tennis Center function provides an environment for recreation and exercise to our students, faculty, staff, and the Fredericksburg community. The function has strong demand and demonstrates cost effectiveness. The function has recently gone through restructuring and has not identified needs in the opportunity analysis; therefore the STF recommends it be maintained at current levels.

UMW Finance Card Program Administration
The UMW Finance Card Program Administration function is governed by a contract between the Commonwealth of Virginia and Bank of America. It is used to pay for state-funded items or services that are not allowed on the SPCC and also for items or services purchased using local funds. The function demonstrates high internal and external demand as well as high cost effectiveness. Opportunity analysis discusses staffing concerns, which are identified as an overall trend within the finance division.

UMW Galleries Administration
The UMW Galleries Administration function collects, preserves, exhibits, and interprets works of art through exhibitions, programming, student internships, and the permanent collection.   The function demonstrates a strong importance to the institution and both internal and external demand. The function has gone through recent restructuring; therefore available data under the new structure is limited. Recommendations include implementing more comprehensive quality assessment methods, exploring revenue possibilities, and adding digital art under the scope of the galleries.

VP for Administration and Finance
The function supervises and manages programs under Finance, Facilities Services and Capital Projects, Human Resources, Safety and Community Services, Budget and Financial Analysis, Business Services, Procurement, and the Chief Information Officer. The function has strong importance to the institution, high internal demand, operates in accordance with state guidelines, and has high quality data. The STF's recommendation is for the function to evaluate and enhance cost effectiveness.

Writing Center - Fredericksburg
The Writing Center – Fredericksburg function supports undergraduate and graduate students in disciplinary and interdisciplinary writing as well as research skills through engaged tutorials, workshops, and community outreach. The function is mandated by the QEP, has high internal demand, and demonstrates high quality and cost effectiveness. The task force recommends utilizing existing resources, possibly through QEP funding or through restructuring with the Writing Center – Stafford, to hire additional tutors and meet the increased demand.

Quintile 3 Functions

AAEEO
The Affirmative Action and Equal Employment Opportunity function has the primary responsibility to ensure compliance with federal and state mandates concerning discrimination. It has significant internal and external demand, meets minimum compliance standards and appears to be cost effective. The function argues for a new technology position, for increased training and outreach programs and for coordination with the Diversity Office. The STF supports exploration of these ideas in order to make the function proactive, to ensure timely compliance, and to avoid apparent conflict of interest with HR.

Access Control System Management
The Access Control System allows authorized personnel building entry via keycard at any time. The system aims for convenience, security and accessibility to students, staff and contractors. Its skill sets and goals are different from those of the Locksmith function, although they have similar purposes. Funding has recently increased, and a full-time position added. UMW may be transitioning to keyless access, but this function needs to institute quality assessment to justify costs.

Administration and Finance Training
The Administration and Finance function provides system training for eVA, Banner, WORKS and eCommerce systems, as well as training on administration and finance policies and procedures. The function is vital to daily operations and impacts multiple areas of the University. Despite restructuring in FY12 to increase staff time in this function, excessive work hours are still reported. The STF supports the development of online computer-based training, to be followed up by in-person training as necessary. It would also like to see an equipment replacement plan, and assessment of the training itself.

Administration and Financial System Management
This function manages, provides security, and performs annual certification for all University financial systems such as eVA, Banner and eCommerce systems. The function is vital to daily operations and impacts multiple areas of the University. Quality is measured through audits and compliance reviews, and is high. The function appears to be cost effective, but would likely benefit from a review of staffing. As new and upgraded software comes online, the function will find it difficult to perform at the current level and to learn the new systems.

AR Financial Data Integrity
The Accounts Receivable Financial Data Integrity function ensures that all student and non-student charges are accurately assigned and all accounts properly reconciled, thus allowing the University's financial statements to hold up to the scrutiny of auditors. The function is vital to daily operations and impacts other functions, students and the public. High quality is demonstrated. Recommendation is for a staffing review and computer hardware upgrades; this function describes staff waiting several minutes while simple tasks are completed on old computers.

Athletic Training
The Athletic Training function provides preventative and rehabilitative treatment for varsity student athletes and staff, as well as managing the athlete care program. It has public impact and impacts students; it must comply with NCAA policies. The function seems to be cost effective, demonstrating creative ways to save money. An Athletic Trainer was added in FY12, and space was renovated and increased. The template argues for additional staff and space, however. These needs should be reviewed. The STF recommends better quality assessment. The description of new software suggests that the function could track injury types, rehabilitation treatments and recovery times. STF supports a link between Athletic Training software and that of the Student Health Center.

Belmont-Melchers Home-Studio Administration
The mission of the Gari Melchers Home and Studio is to collect, preserve, exhibit, and interpret the artworks, furnishings, buildings, grounds and gardens of the Melchers estate. This function administers the home and studio. It has high external demand and lower but consistent internal demand. It generates revenue and demonstrates growth in number of visitors. Well-thought-out closures and staff reorganization have occurred; the STF suggests that funding and costs be re-evaluated to improve their balance. Another recommendation is to add customer feedback to quality assessment.

Board of Visitors
The Board of Visitors oversees university operations at the policy level, acting as a board of trustees. The function has public impact and external mandates. Costs seem to be very high for this function. The STF's recommendation is to reassess function costs, particularly regarding meeting costs, and to show evidence of quality assessment. Nothing is requested under opportunity analysis.

Budget Development
This function manages the budget development process to ensure that UMW complies with all state mandates and legislative requirements. The template provided little information overall. The STF's recommendation is to develop quality assessment measures, to develop methods by which costs are evaluated, and to increase transparency in the budget development process. Nothing is requested under opportunity analysis.

Carpenter Shop
The Carpenter Shop provides critical carpentry maintenance, repair and support to UMW facilities, buildings, and equipment. It plans in-house and contracted work, and performs inspections. The function impacts multiple areas of the University, has public impact, and has seen increased demand. The STF recommendation is to implement quality assessment measures for each job (perhaps electronic customer satisfaction surveys), to perform a review of staffing levels, and to develop a maintenance and/or replacement plan for tools and equipment.

CAS Adjunct Unallocated
This function provides for the hiring of adjunct faculty to deliver academic programs in the College of Arts and Sciences. The STF recognizes that use of adjuncts is essential. The template lacks detailed information on numbers and use of adjuncts. It is difficult to assess cost effectiveness because funding for this function comes from various sources and is attributed to the different departments; in some ways, however, it is apparent that use of adjuncts is too cost effective. The STF recommends assessment of the management and usage of adjunct faculty.

CAS Faculty Research Grants
This function provides a mechanism to distribute funds to faculty in the College of Arts and Sciences for research. This function is vital to the University and has high demand; it aids in recruitment and retention of faculty and impacts students. CAS recently began a new method of assessment; the STF recommendation is to continue it and ensure that it is adequate. While demand for research grants has increased, funding has not; the STF recommends considering an increase, so that more than 10% of CAS faculty might receive a grant in any given year.

CAS Student Research Funds
This function provides a mechanism to distribute funds to students in the College of Arts and Sciences to conduct research. Undergraduate research is a flagship activity for UMW; the function has high and increasing demand (falling short of requests); has public impact; and it appears to be cost effective. The STF recommends improved quality assessment measures, tracking outcomes from each grant.

Center for International Education (CIE)
This function administers the Center for International Education, which supports students interested in study abroad opportunities and serves the needs of international students and scholars. The center is operating at an adequate level, has maximized its limited space, and appears to be cost effective. The STF recommends a review of staffing and software, which may aid other activities served by this management function.

Center for Spatial Analysis and Research
This new function provides geospatial services to local and regional companies, agencies or the community, as well as supporting faculty and student research. It has low demand at present, although there is potential for growth. While this function appears to be positively impacting students and faculty, the STF recommendation is to establish rigorous quality assessment methods before enhancement.

Center for Teaching Excellence
The Center for Teaching Excellence and Innovation (CTEI) identifies and provides ready access to high quality research, resources and programs on effective and engaging teaching, meaningful assessment, emerging technologies, and other instructional resources. This is a new office and will be affected by the opening of the ITCC and the reorganization of DTLT. This function appears to be positively impacting faculty and curriculum but the STF recommends collecting more evidence of quality and impact before any significant enhancement.

College of Arts & Sciences Operating (DEAN)
This function supports projects carried out by faculty, staff, and the Dean's Office that further the academic goals of CAS to strengthen academic excellence. The function is of high importance to the University and has strong demand. The information on quality and funding allocation is inadequate; cost effectiveness is unclear. The STF recommends reassessment of this function's management and measurement of quality assessment.

Community Service Events
This function assists community groups in event planning on campus. Community service is considered one of UMW's niche activities; external demand is high; the function has public impact and generates publicity for UMW. While the STF supports this function, events equipment, storage, transport and set up should be considered; this function is impacted by the ability of the University to supply necessary equipment. The STF recommends development of quality assessment methods involving the organizations that hold the events.

Conference Management and Scheduling
This function promotes UMW as a venue for conferences, meetings and other special events; provides customer service to internal and external clients in the planning of conferences, seminars, meetings, programs and events; and oversees all scheduling. It is essential to daily operations; has seen an increase in demand; is revenue generating; and provides publicity for UMW. The function was recently reorganized; more time will demonstrate its impact and operations. The STF recommends development of quality assessment methods including customer feedback, and it encourages continued exploration of opportunities for revenue generation.

Eagle One Card (ID Center)
This function provides services associated with the EagleOne identification card. This function is performing at an acceptable level. The diversity in activities associated with the function suggests great potential for revenue generation, i.e., restructuring fees to help cover costs. The STF recommends greater exploration of opportunities for revenue generation. Quality assessment is needed to inform program direction.

Emergency Management and Safety Administration
This function is responsible for safety and emergency response activities on campus, including hazard mitigation, emergency preparedness response and recovery, and training. This function includes OSHA compliance and manages safety and emergency response systems. It is a mandated and critical function. The template did not provide enough information on quality, cost, productivity or efficiency to assess the impact of ideas discussed in opportunity analysis. The STF's recommendation is to develop methods of quality assessment and cost effectiveness.

Employee Compensation and Classification
This function administers state and university position classification and compensation practices and procedures for administrative and professional, classified and wage positions. While the function is meeting mandated deadlines and guidelines, understaffing appears to hinder critical routine activities such as data analysis to inform compensation decisions and data audits. The STF recommends improving methods of quality assessment, filling the vacant wage position, and also considering the ideas in the opportunity analysis.

Employee Recruitment
This function manages all aspects of the University recruitment and hiring process. This function is vital to daily operations and has significant external mandates. This function appears to be performing at an acceptable level. The template suggests that additional resources have been added but it does not describe added impact. The STF's recommendation is to improve efficiency, to implement effective management training, and to develop quality assessment.

Faculty Professional Development (as a whole)
This function administers the $500 grant that full-time faculty receive annually for professional development. It is important for faculty recruitment and retention and has a positive impact on students and the University. Additional quality data and cost information are needed to assess performance and to inform the operational objectives of this function. The STF recommends assessment of this function in concert with others that supplement faculty salaries to better delineate what each related function does and to ensure strategic allocation of dedicated resources.

Finance Project Management
The Finance Project Management function was new in 2011. It oversees the process of acquiring, testing, and implementing fiscal systems, working closely with DOIT. Additional information is needed to understand the nature of work being accomplished and quality of the function's performance. The template suggests understaffing and excessive work hours, which are consistent with other functions within the Finance area. The STF's recommendation is for a review of staffing and development of methods to assess quality and cost effectiveness.

Financial Aid Disbursing
This function ensures all financial aid awards, including loans, are disbursed in a timely and accurate manner to all students. It has significant internal and external demand. Quality is measured through auditing, which has been successful during this time period. The function appears cost effective. It experienced staff turnover during the review period and now has new management oversight and increased staffing resources. The STF recommends monitoring of work hours based on report of excessive work hours and understaffing. This office would benefit from computer replacement and software upgrades.

Fitness Center Operations
This function provides the University community with a comprehensive recreation, sports, and fitness program. This function is performing at an acceptable level in response to high internal demand, though it

is costly. The STF recommends consideration of cost reduction measures and extensive exploration of revenue generation opportunities. Quality assessment is insufficient. To determine actual space and facility needs and opportunities for program expansion and revenue generation, collaboration with other programs is also recommended (e.g., Wellness, Athletics, Alumni Relations, Club Sports).

Housekeeping
This function provides both routine and special custodial maintenance services. It is vital to daily operations and has significant public impact. The function is performing well although demand is steadily increasing (new construction, increased square footage) without additional staffing. The STF recommends assessment of the best use of temporary staff and contracted services, as well as options for immediate support such as an additional vehicle/van for staff to share. Customer service surveys would also inform this function's effectiveness.

IT Business Office
This function serves as UMW's Information Technology resource, responsible for compliance with procedures, policies and guidelines; it provides budget and contract analysis and administration; and it is responsible for procurement of IT goods and services. The function must meet compliance requirements, but personnel and operating costs seem high. The STF recommends better coordination with the Fixed Assets Management function to track equipment, along with attention to cost-effectiveness.

James Farmer Scholars Program
The James Farmer Scholars Program aims to increase the number of underrepresented youth from four local school divisions who, beginning in middle school, pursue a college preparatory program, succeed in it, and enroll in college. UMW is offered as a college of choice. The program is long standing with very strong community support. Other school districts ask to participate but resources prevent that at this time. More data is needed on outcomes for students, and yield to UMW. The STF sees an opportunity for collaborating with the Rappahannock Scholars program.

Library Administration
This function administers the Simpson and Stafford Campus Libraries in support of the university's academic programs by managing personnel, fiscal, and library functions. This template overlapped extensively with other related functions, so areas of assessment were unclear. This function may be significantly impacted by the opening of the ITCC, and the STF recommends that any resulting collaborations allow for streamlined library administration operations.

Library Special Collections, Archives and Digital Repository
This function collects, organizes, and preserves the history of the institution in all its various formats - archival records, memorabilia, publications, photographs, oral histories, academic scholarship, and digital files. The STF recommends a centralized operation for records management and a campus-wide digital repository.

Media Relations
Media Relations is charged with enhancing the visibility of the University – both internally and externally – as well as keeping University constituents informed of important developments. This is a vital function that performs at an acceptable level. This office has been diligent in attempts to cut its costs. The STF recommends this function engage in stronger assessment of their quality and impact.

Miscellaneous Accounts Receivable
The Miscellaneous Accounts Receivable function ensures all non-student charges are accurately and correctly charged to each account, invoiced and collected in a timely manner. This function has recently

been restructured but more information is needed about quality and cost effectiveness. The template suggests a need for additional staffing, consistent with other areas in Finance.

Music Department Guest Artist
The Music Department Guest Artist function is responsible for bringing accomplished artists to campus for performances and master classes, and providing opportunities for students to play alongside professional musicians. This is a strong function with a small budget. The template was not clear on the number of artists visiting or events occurring, or the numbers of students affected, people attending the concerts, etc. The STF recommends the function explore a more complete assessment of function performance.

NEST
NEST is a new pre-arrival program designed to acclimate incoming freshman to the college environment and expose them to the UMW values of social justice, leadership and service. The STF recommends a comprehensive review of all programs that have a pre-arrival component (e.g., NEST, Living & Learning Communities, Honors) to ensure a coordinated effort across functions. Issues include affordability and enhanced opportunity for disadvantaged student participation, and the possibility of faculty participation.

Office of Student Affairs and Operations
This function maintains administrative oversight of operations and budgets for Student Life, Athletics, Health, the Center for Honor, Leadership & Service, and the Counseling and Psychological Services Center (CAPS). This office has significant breadth of responsibility with a large impact across campus and has been recently reorganized. Better quality measures will help determine the effectiveness and cost effectiveness of the programs and the impact of the reorganization. The STF recommends the function develop a plan to prioritize and address needs listed in the opportunity analysis.

Orientation & Programming
This function provides new students the opportunity to meet other incoming and current students, register for academic courses, and learn more about the UMW campus, policies, and traditions. With a relatively new model (summer 2014 will be the second year with this structure), this function is revenue generating. There is concern for offsetting the costs of participation for disadvantaged students, and maintaining a late summer option for students who cannot afford travel to separate sessions. Better quality data, including feedback from participants, is needed.

Procurement Services
The Procurement Services function assists members of the UMW community with the procurement of goods and services. The function was recently reclassified by the state as tier two, which will impact operations. The impact of this reclassification on departments is unknown. Better quality assessment is needed to provide state auditors sufficient proof of compliance with tier two requirements. The STF recommends this function continue performing quality assessment, and use this data to help improve services.

Quality Enhancement Plan
This function is designed to enhance the existing First-Year Seminar program as a foundational liberal arts educational experience, focusing on the areas of information literacy, writing, and oral communication. This is a new program required to maintain SACS accreditation. A comprehensive and detailed assessment plan will ensure it meets its goals.

RISE Peer Mentoring
RISE is a peer mentoring program focused on improving retention and engagement of underrepresented first-year student populations. This function is a relatively new program demonstrating significant impact

and benefits for participants. Cost effectiveness may improve if the program had more participants.
Quality data is strong with demonstrated impact on retention and student GPA. The STF recommends
exploring possible connections with other retention programs.

Service Learning Support
The Service Learning Support function helps faculty, students, and community organizations create
experiential learning opportunities in the community that are related to the course curriculum. This is an
important initiative for UMW and it would benefit from assessment of its impact. Staff time on this
function is limited, and the STF recommends further staff resources.

Student Accounts Receivable
The Student Accounts Receivable function analyzes, researches, and answers questions related to student
accounts. The data provided suggest that this function is understaffed and overworked. A staff
assessment is warranted to determine appropriate staffing levels before any changes are made.
Additionally, the STF recommends assessment of quality and impact of services.

Student Leadership
The Student Leadership function supports leadership development across the campus for students, staff
and faculty by creating programming and consulting with departments on their initiatives. The program is
new, expanding, and working to increase collaborations with faculty and with other programs on campus.
This is a single person office and increasing collaborations may help expand function capability.

UMW Cares Program
UMW Cares identifies and supports students, faculty and staff during high risk situations. The
committee's primary goal is to provide support to the individual and mitigate potential threats. This is a
state mandated function. There was no cost table and very little assessment. While it is difficult to assess
a function designed to prevent a negative outcome, the STF recommends exploration of ways to measure
the impact and effectiveness of this function. Case tracking software could simplify record keeping and
case management.

UMW Pep Band
The UMW Pep Band was developed to increase student and spectator involvement at basketball games.
Limited data was provided on quality and cost effectiveness. The STF recommends surveying audiences
and band members to measure impact and to consider expanding performances beyond a single sport.

UMW Police Communications Center (Dispatch)
The UMW Police Communications/Dispatch function facilitates the flow of emergency and operational
communications with first responders servicing the UMW Campuses. Staff retention is an issue, as is a
potential need for staff training. This function needs more data on cost effectiveness of their work, and
also on work quality, to include customer feedback on a host of Dispatch characteristics (response times,
dispatcher helpfulness, proper police or emergency response based on information provided).

University Events and Conferencing
The University Events & Conferencing function provides scheduling, consultation, and support for events
at the Fredericksburg and Stafford campuses. This function wants to operate as a one-stop shop for
events and conferencing, but more data on quality and cost effectiveness is needed to support this
initiative. The function serves a host of constituencies across the University who could provide feedback
on services provided.

Workers Compensation
This function communicates with an injured employee, his doctor and his supervisor, with the goal of "return to work" as soon as possible; it must administer compensation, help to maintain a safe work environment, and stay abreast of state mandated policy changes. Some quality data were provided. In general, the function performs adequately; however, the STF found it difficult to assess quality and cost effectiveness, and it supports the training and online paperwork requested in the opportunity analysis; supervisor training seems likely to ensure a safer environment.

Quintile 2 Functions

Admissions Office Administration
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
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
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
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
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
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
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 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
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
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
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)
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
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
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
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
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
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
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 be effective. The STF recommends that this function be monitored for efficacy and cost effectiveness in the near future.

Cultural Awareness Series
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
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 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
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
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
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
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
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
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
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)
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
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
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
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
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 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
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
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
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
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 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 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 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
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
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
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
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 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
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)
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 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

AACSB Planning and Development
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
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 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 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 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
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
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)
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
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
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
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 loathe 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
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
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)
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
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
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
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 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
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
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
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
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
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
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
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
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
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
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
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 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
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
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
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
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
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'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 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
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
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
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
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
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
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
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
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
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
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
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
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.

Appendix C: Alphabetical Functions with Quintile Placement

Function Name	Quintile Placement
AACSB Planning and Development	1
AAEEO	3
Academic Advising	1
Academic and Career Services Office	1
Academic Services Workshops	1
Access Control System Management	3
Accounting (including Grant Accounting)	5
Accounts Payable - Invoice Payment and Vendor Management	5
Admin and Finance Training	3
Admin and Financial Support Services (help desk)	4
Admin and Financial System Management	3
Admissions Office Administration	2
Admissions Recruitment (Students)	5
Advancement Programs	2
Advancement Stewardship, Donor Relations, and Operations	4
Alumni College	4
Alumni Executive Center - Operating	4
Alumni Relations	5
AR Financial Data Integrity	3
Archaeological Collections Management	2
Art Guest Artist	2
Associate Provost Enrollment Ops	2
Athletic Clubs (as a whole)	5
Athletic Fields Operating and Maintenance	5
Athletic Training	3
Aux (Business) Services Administration	4
B L S Program	2
Behavior Intervention Team	4
Belmont-Melchers Home-Studio Admin	3
Belmont-Melchers Museum Shop	2
Belmont-Melchers Special Events	2
Board of Visitors	3
Bookstore	4
Budget Administration	4
Budget Development	3
Campus Recreation Administration	4

Function Name	Quintile Placement
Capital Outlay Administration	5
Career Counseling	2
Carpenter Shop	3
CAS Academic Department Management (as whole)	1
CAS Adjunct Unallocated	3
CAS Faculty Dev Supplemental Grants	4
CAS Faculty Research Grants	3
CAS Student Research Funds	3
Cashiering	4
Center for Econ Development Operating	1
Center for Economic Education (CEE)	4
Center for Historic Preservation	5
Center for Honor, Leadership and Service	4
Center for International Education (CIE)	3
Center for Leadership and Media Studies	4
Center for Spatial Analysis and Research	3
Center for Teaching Excellence	3
Central Storeroom and Surplus Property	4
Chief Information Office Admin (IT)	4
CIE - ISS - Immigration	1
CIE - ISS - Student Services	2
CIE Study Abroad	5
COB Academic Department Management (as whole)	1
COB Adjunct Unallocated	2
COB Faculty Dev Supplemental Grant	1
COB Faculty Research Grant	1
COB Student Research Funds	1
COE Academic Department Management (as whole)	2
COE Adjunct Unallocated	2
COE Clinical Collaboration and Partnerships	1
COE Fac Dev Supplemental Grant	2
COE Faculty Research Grant	2
COE Professional Dev Workshops	1
COE Student Research Funds	2
College Equipment Unallocated	2
College of Arts and Sciences Operating (DEAN)	3
College of Business Operating (DEAN)	1
College of Education Operating (DEAN)	4

Function Name	Quintile Placement
Commencement	4
Community Service Events	3
Commuter Student Services	2
Compliance and Review (including tax compliance)	4
Conference Management and Scheduling	3
Contract Administration and Management	1
Courier Services	1
Cultural Awareness Series	2
Dahlgren Operating	4
Debate Program	5
Design Services	2
Dining Services - Operating	1
Disability Resources	5
Diversity and Inclusion	2
Dodd Auditorium Operating	5
Domain of One's Own	5
Eagle One Card (ID Center)	3
Eagle Pipe Band	1
Electrical Shop	4
Emergency Communication	2
Emergency Mgmt and Safety Administration	3
Eminent Scholars (Jepson Fellows, etc.)	4
Employee (Staff) Benefits Administration	4
Employee Compensation and Classification	3
Employee Recruitment	3
Employee Relations and Recognition	2
Environment Health	1
Facilities Administration	4
Facilities (Building) Maintenance and Admin	4
Facilities Contract Services Admin	4
Faculty Prof Development (as whole)	3
Family Weekend	2
Finance (including Cash Management and Debt Service)	5
Finance Project Management	3
Financial Aid - Commonwealth Aid	1
Financial Aid - Title IV Federal Aid	1
Financial Aid Disbursing	3
Financial Aid Office Admin	2

Function Name	Quintile Placement
Financial Aid Reporting	1
Financial Aid Workshops	1
Financial Reporting and Audit	5
Fitness Center Operations	3
Fixed Asset Management including ETF	4
FRED	1
Fredericksburg Regional Alliance	1
Graduate Assistant Program	1
Grants and Contracts Administration (External)	5
Great Lives Series	4
Grounds Maintenance and Administration	5
Honor Council-Main Campus	4
Honors Program	4
Housekeeping	3
HR Administration	4
HR Database Systems Administration	5
HR Technology Assistance	1
HR Training	2
HVAC Department	5
Institutional Analysis-Effectiveness	2
Institutional Review Board	5
Inter-collegiate Athletics (including Team Administration)	4
Internal Audit and Advisory Services	4
IT Business Office	3
IT Enterprise Application Services	5
IT Infrastructure Administration	5
IT Project Management Office	1
IT Security	5
IT Support Services (Help Desk)	5
James Farmer Multicultural Center	4
James Farmer Scholars Program	3
James Farmer Visiting Professor	2
James Monroe Museum and Visitor Services	4
Judicial Affairs and Community Responsibility	5
Law Enforcement (Police)	2
Law Enforcement Regulatory Compliance	1
Leave Tracking	5
Library (Stafford) Access Services	1

Function Name	Quintile Placement
Library (Stafford) Reference and Instruction	1
Library Access Services	5
Library Administration	3
Library Collection Organization and Management	5
Library Reference and Instruction	5
Library Special Collections, Archives and Digital Repository	3
Locksmith	2
Media Relations	3
Miscellaneous Accounts Receivable	3
Multicultural Fair	2
Music Department Guest Artist	3
National Latin Exam	4
NEST	3
Non-Academic Multimedia Support Services	5
Occupational Safety	1
Office of Student Affairs and Operations	3
Ombudsman	1
On-line Learning Initiative	1
Orientation & Programming	3
Paint Shop	5
Parking Management	4
Payment Options Management (including past due collections)	5
Payroll Administration	5
Payroll Reporting and Reconciliations	5
Plumbing Systems	4
Policy Development and Oversight	1
President's Office Administration	4
President's Special Projects	1
Procurement Services	3
Professional Develop Operations	1
Provost Administration	4
Psychological Services Center (CAPS)	5
Quality Enhancement Plan	3
Rappahannock Scholars Program	5
Real Estate Management and Leasing	1
Records Retention and Disposal	1
Recruiting - Athletics	4

Function Name	Quintile Placement
Registrar Office Administration	2
Registrar Office Enrollment	2
Registrar Office Information Technology	1
Residence Life - Education	5
Residence Life - Housing and Operations	5
RISE Peer Mentoring	3
Sabbatical Administration	4
Scholarship Administration	1
Service Learning Support	3
Set up - Logistics - Moving support	4
Small Business Development Center	2
Small Business Development Center - Warsaw	1
Speaking Intensive Program	5
Sports Information Officer	5
Steam Plant	2
Student Accounts Receivable	3
Student Activities and Engagement Operations	2
Student Clubs as a whole	2
Student Community Volunteer Service	5
Student Employment	1
Student Handbook	1
Student Health Center	5
Student Internship Program	2
Student Leadership	3
Student Life Programming	1
Student Transition Program	2
Student Tutoring Program	2
Summer Enrichment Program	2
Summer School Management (unallocated)	5
Supplier Diversity	1
Support Services Contract Admin (vending, laundry, copy, mail)	4
Sustainability	5
Teaching & Learning Tech Admin (DTLT)	5
Tennis Center Operating	4
The Monroe Papers	2
Theatre Guest Artist	5
UMW Cares Program	3

Function Name	Quintile Placement
UMW Finance Card Program Administration	4
UMW Galleries Administration	4
UMW Pep Band	3
UMW Police Communications Center (Dispatch)	3
Underground Operating	2
University Catalog	2
University Events and Conferencing	3
University Marketing	2
University Memberships and Dues	1
University Publications	2
University Relations	2
University Web Services	5
Utility and Control Systems	5
Vehicles and Pool Fleet (Transportation)	2
VP for Administration and Finance	4
Webcasting and Video Recording	5
Women's Leadership Colloquium	1
Workers Compensation	3
World Language Day	2
Writing Center - Fredericksburg	4
Writing Center - Stafford	1