

Higher Learning Commission  
**Self-Study Questionnaire/Report for Non-Instructional Units**

Non-Instructional Unit: Administrative Affairs

Individual(s) Completing the Questionnaire/Report: James Freer

**BACKGROUND INFORMATION**

1. Describe in a paragraph or two what your unit does (i.e., the services it provides).

The Division of Administrative Affairs is comprised of a comprehensive and diverse group of units that provide, administer and support the infra structure of the University. ( Those Units include; Risk Management and Safety, Budget and Finance (Budget Office, Controllers Office, Student Financial services), Office of Human Resources and Diversity, Facilities Planning and Management, University Police Services, and Visitor and Parking Services). The basic mission of the Division is to provide leadership in the management of University resources and to deliver quality financial, human and facility support services in an efficient and effective customer- focused manner.

If it is successful in achieving its overall goals it will be seen as a organization that; delivers value-added customer services, values and responds to customer needs, uses effective priority setting, resource management, communication, current technologies and best business practices, remains current with external regulations and interprets them to all stakeholders, recognizes change as a process critical to the development of the institution, leads in participatory change, and supports worthwhile change in other units, and participates in the learning process by providing students with valuable work experiences and by educating students on becoming responsible citizens.

2. Who is/are the constituency/ies you serve, and approximately how many of each constituency do you serve annually? (e.g., students, academic departments, classified staff, etc.)
  - Faculty and Staff
  - Students
  - Community
  - All University Departments
  - Board Of Regents, UW System Administration, State Government

3. Overview and evaluate the adequacy of the human, physical, and fiscal resources your department deploys to serve students and meet other programmatic needs by answering the questions below:

**Human Resources**

Evaluate the general adequacy of the human resources (i.e., the # of employees (including student help) and their skills) relative to the unit's ability to serve the constituencies identified above and achieve other programmatic goals. Do this by assigning a number between "1" (completely inadequate) to "9" (completely satisfies needs).

5      1-9

In a paragraph or two, discuss why you've assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

This paragraph applies to each of the component parts of section #3. The main focus of the comments will address the deficiency in human, physical (i.e., equipment), and fiscal resources

for Physical Plant operations. While all units in the division have experienced similar resource challenges due to budget cuts, the non-Physical Plant units have, to a much greater degree been able to, through use of enhanced technology and changed business practices, off set some of the impact.

In general, the physical plant "space" is relatively good for all units in the division and in fact for all units in the University. The University has been quite successful in getting approval to construct new and remodeled facilities. However, adequate funding to maintain instructional facilities has been lacking for many years. Non-instructional facilities (i.e. Auxiliary Facilities) have faired better in increasing maintenance funding because the resources are generated from a customer user base and need not rely on the State for funding. Even though the University has added a substantial amount of instructional space since 1988 there as been no State funded increases for Physical plant staffing or support dollars since the mid eighties and there has been no inflationary offset funding for almost two decades. While great efforts have been made to make internal reallocations, organizational restructuring and increased use of technology and other equipment to be become more efficient, the lack of funding to support new facilities, coupled with having to absorb a significant amount of State imposed budget reductions has created a building back log of deferred eminence and is escalating the deterioration of existing plant assets by not performing the appropriate level of preventive maintenance. I believe a casual observation of the condition of facilities will reveal that the facilities staff has done an outstanding job with the limited resources made available to them. However, a closer look into the deep infrastructure of the facilities and a review of the record of maintenance that is not being attended to will reveal a growing problem.

### Physical Resources

Evaluate the general adequacy of the physical resources (e.g., office and storage space, supporting technology, other equipment) allocated to the unit relative to the unit's ability to serve the constituencies identified above and achieve other programmatic goals. Do this by assigning a number between "1" (completely inadequate) to "9" (completely satisfies needs).

5 1-9

In a paragraph or two, discuss why you've assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

See above

### Fiscal Resources

While recognizing that every unit would benefit from a larger budget, evaluate the general adequacy of fiscal resources allocated to the unit to serve its constituencies and achieve other programmatic goals by assigning a number between "1" (completely inadequate) to "9" (completely satisfies needs).

5 1-9

In a paragraph or two, discuss why you've assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

See above

4. In a paragraph or two, overview significant changes made in your unit since 1996 (i.e., the last North Central Association Accreditation Visit). (e.g., re-organized, key staff changes, change in purposes, etc.) Some of the more significant changes made since 1996 include: 1) continued development of technology solutions to support and improve administrative processes and functions including the installation of new ERP systems for Financials, Student Administration Appointment, Payroll and Benefits, Computerized Maintenance Management System 2)

reorganizations/consolidations/restructuring---merged the Office of Human Resources and the Office of Affirmative Action into the Office of Human Resources and Diversity, consolidated a number of human resources processes out of the Vice Chancellors Office and the Chancellors Office into the Human Resources and Diversity unit, merged the Budget Office, Controllers Office and Student Financials Office into a single Budget and Finance unit, consolidated skilled maintenance and craft staff located in various units across campus into a single unit to be administered and supervised out of Facilities Planning and Management, separated Parking from Police Services and created a new Visitor and Parking Services unit, redefined the mission of Police Services, 3) created a more comprehensive and integrated all-funds budget development process, 4) Created an Internal Audit function, 5) Physically consolidated the units of Administrative Affairs, Risk Management and Safety, Internal Audit and Human Resources and Diversity into one office suite. Examples of facility changes: 6) Construct Honors Program Center, construction of an advising center, construction of new and remodeled fieldhouse facility, construction of a new and remodeled science facility, construction of remodeled and upgraded general access classrooms resulting in over 85% of the classrooms being at level III, construction of a new student athletic complex and a new baseball press box and concession facility, construction of new visitor center facility, construction of almost 3000 additional parking spaces and reconstruction and upgrade of all the then existing lots, construction and major remodeling of residential dining facilities.

In another paragraph or two, describe why these changes occurred.

The description of each initiative more or less describes the reason for the change. The technology enhancements were made to take advantage of contemporary technology features to first improve services to users and second to do so more efficiently to offset impact of budget reductions. The reorganizations/consolidations etc were instituted to improve the delivery of services and to become more efficient by eliminating duplication of information and work activities caused by segmented operations. The consolidated all-funds budget process strengthens financial decisions by considering the interrelationship cause and effect of decisions on any one aspect of the total budget resources. The Internal Audit function was created in response to a Board of Regent directive to improve the safeguarding of assets, to improve the assessment of systems and business processes and to fill the gap caused by the UW System Internal Audit function changing its focus to more program review. The facility changes were made to improve the educational experience and to address aging facility issues.

**MISSION & PLANNING**

5. In a paragraph or two, describing any significant projects/initiatives that your unit is planning or currently has underway, but has not yet completed.

Projects and initiatives in planning and development include further enhancements to more fully utilize the robust features in the ERP systems currently in place and to exploit all technology to its maximum. It is expected there will be continued pressure to reduce "administration" requiring a continued evaluation of consolidation and restructuring opportunities. Additional facilities approved include; major remodeling and addition to the University Center, a new College of Business Building, remodel of existing business building into social sciences center, major upgrade of residence life facilities and the remodel of the University Bookstore facility.

6. Below are five "core values" the University identifies as central to its purposes and operation. Please evaluate the importance of each core value in terms of how each aligns with the purposes of your unit (i.e., take a hypothetical 100 points and distribute them among the five values, with those values that align more closely to the purposes of your unit receiving more points).

Core Value	Importance (100 points)
Commitment to the pursuit of knowledge and understanding	10
Development of the individual	30

Personal and professional integrity	30
Commitment to serve	20
Commitment to develop a sense of community, respect for diversity, and global perspectives	10
<b>Total=</b>	<b>100 points</b>

7. Each and every academic and non-academic unit engages in planning for the future. Review the list of variables below and evaluate the extent to which each of the following influences decision-making behind the planning process for your unit (i.e., take a hypothetical 100 points and distribute them among the planning variables listed below, with those variables playing the larger role in your unit's planning efforts receiving more points)

Planning Variables	Importance (100 points)
The mission of the university or the unit	20
Academic assessment data/information relevant to student performance against learning outcomes	05
Other data/information gathered relevant to performance (e.g., Audit & Review feedback)	05
Societal/Cultural trends (e.g., changes in demographics, lifestyles, professions)	10
Campus trends (e.g., changes in university-initiated needs and demands)	10
Technology trends (e.g., technology developments that affect delivery of service)	10
Professional trends (e.g., changes evident at other universities/colleges)	10
Available human resources (e.g., # of employees, talents, etc.) within the unit	10
Available financial resources (e.g., budget, available and accessible \$)	10
Available physical resources (e.g., space, existing technology, etc.)	10
Other:	
<b>Total=</b>	<b>100 points</b>

8. Does your unit have a mission statement?  
 Yes  No

If you answered "yes," please list the mission statement here. or, if your mission statement can be accessed on the web, please list the URL here.  
 UWW.edu/Adminaff

If you answered "yes," please describe how, if at all, this mission statement plays a role in your unit's planning and/or decision-making.

The Mission statement and the accompanying vision and goal statements are core to the Division's planning and each of the units in the division have similar statements that are tied to the divisions and are the basis for its planning.

**OPERATION AND PERFORMANCE**

9. What are the major or measurable objectives of the unit?

Make state-of-the-art technology and software available to all division staff, as appropriate, and assure those who use the technology are provided with the proper training to maximize its benefits. Ensure that each unit in the division has a well-developed plan to provide opportunities for employees to enhance their knowledge and skills, to improve their performance, and to develop professionally. Institute and administer a process that ensures all division activities and processes are developed, administered, and evaluated in the context of their effectiveness in providing quality value added service to the customer. Ensure that each unit in the Division has a well-developed mission, vision, and action plan that is consistent with the division's mission and goals and articulates its role in implementing the University's strategic plan and goals.

10. What outcome measures (i.e., data, information) provide evidence that your unit's objectives are being met?

Perform an annual assessment of current technology (hardware and software) and identify priority for upgrades. Develop funding plan to address priority needs. Develop and implement Division plan for the Professional Development Funds (PDF) based on needs identified by individual employees and their supervisor. Work with each unit director to identify needs that go beyond the PDF program and develop a plan to fund. Work with Human Resources and Diversity to identify opportunities for leveraging individual development needs across units and across Divisions. Work with each unit director in the annual evaluation process to determine the extent that the unit has processes in place to make such an assessment. Processes are modified based on the outcome of such an assessment. The unit OPR's include an evaluation of processes to determine the degree they are evaluated in the context of providing quality, value-added services. Work with each director as part of the annual review process to evaluate the currency of the unit's mission statement and its link to the Division and Institutional Goals. Develop and implement a plan to update as appropriate.

11. Related to question #10, does the unit regularly collect data/information to evaluate how effectively it serves its constituency(ies)? (This might include surveys of constituencies.)

Yes  No

If "yes," please list specific data/information sets that the UW-W Self-Study Committees, and/or the Higher Learning Commission's Visiting Accreditation Team can access to review/consult.

- Various OPRs for each unit in the Division
- TMA data
- Six year Physical Development plan
- Unit work load statistics

12. In a paragraph or two, describe specific changes to the unit's operation or planning, if any, have resulted from the collection and use of the data/information identified in the preceding questions. Please be specific.

Numerous improvement actions of the OPR's. Revision of facilities work assignment protocol and reorganization of the unit, Capital Budget priorities, base reallocations based on workload statistics.

13. Please provide a list of services, if any, that your unit provides for constituencies that are external to the university.

- All of the units in the Division provide services to the external constituencies identified in #2 above
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14. Please list any partnerships your unit has developed with the community (external to the campus, at the local, national, or global-level).

- Work closely with the City in the development of the campus physical plant and the immediate areas surrounding the campus.

- Work with UWS and the State Division of Facilities in the development, design and construction of facilities
- Whitewater Area Chamber of Commerce
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**STUDENT LEARNING** (COMPLETE THIS SECTION ONLY IF YOUR UNIT HAS AS PART OF ITS MISSION OR PURPOSES THE DEVELOPMENT OF STUDENTS)

15. If your unit serves students as its primary constituency, does the unit have learning or development-related objectives relevant to its work with students? That is, does your unit expect that students will acquire certain knowledge or skill sets as a direct result of working with your unit or its programming?

Yes                      No

If "yes," please list these outcomes/objectives.

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16. Does the unit use data/information to evaluate the extent to which these learning or development-related objectives are, or are not being met?

Yes                      No

If "yes," please list specific data/information sets that the UW-W Self-Study Committees, and/or the Higher Learning Commission's Visiting Accreditation Team can access to review/consult.

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17. What specific changes to the unit's operation or planning, if any, have resulted from the collection and use of the data/information identified in question #15? Please be specific.

**SELF-EVALUATION**

**Strengths**

18. List and prioritize no more than three primary strengths that have emerged in your unit's efforts to meet its mission, goals, or objectives. To identify these strengths, you may wish to consider: What does your unit do very well? What good things do people say about your unit? How has your unit aided the campus in meeting its mission? In what ways has your unit "gone beyond the call of duty?"

After identifying each strength, specify supporting evidence that suggests that the statement is true. This may include data/information gathered relevant to unit performance, trend data, information gathered from audits or external agencies visit, etc.

1. Specific Strength: Well defined mission and clear goals
  - Supporting Evidence: 1996 HLC Team Report
2. Specific Strength: Use of Technology
  - Supporting Evidence: UWW was a pilot site for the initial phase of the new Financial ERP, UWW Facilities operation is recognized as a leader for its use of the CMMS system
3. Specific Strength: Physical Development planning
  - Supporting Evidence: Number and type of approved projects

### Concerns

19. List and prioritize no more than three primary concerns that have emerged in your unit's efforts to meet its mission, goals, or objectives. To identify these concerns, you may wish to consider: What could be improved? What is done poorly? What do we, as a unit, avoid doing, even though we know it's important?

After identifying each concern, specify supporting evidence that suggests that the statement is true. This may include data/information gathered relevant to unit performance, trend data, information gathered from audits or external agencies visit, etc.

Finally, identify one or more recommended actions to address the area of concern. This may include actions that your unit has already begun, actions being planned, or preliminary thinking about how to address the area of concern.

1. Specific Concern: Lack of funding for facilities operations
  - Supporting Evidence: building backlog of deferred maintenance and all comparison national and regional benchmark data
  - Recommended Actions: The State needs to increase funding for maintenance operations of instructional facilities and/or need to do some internal base reallocation
2. Specific Concern: The State's reduced commitment to finance public higher education
  - Supporting Evidence: Downward trend in the proportion the State funds in the Institution's Operating budget and Capital budget
  - Recommended Actions: Reverse the trend and if not, need to increase other funding sources, i.e., partnerships, federal funding and gifts

3. Specific Concern: State's one-size-fits-all approach to centralization for the purpose of efficiency.
  - Supporting Evidence: Numerous State initiatives currently underway
  - Recommended Actions: There clearly are opportunities for efficiencies to centralize, but it should not be an all or none approach. There are equally as many opportunities to improve efficiencies by not centralizing. The State and the University needs to go into the evaluation and assessment with no predisposition of the best outcome and be willing to implement based on the results of the assessment process.