ANNUAL REPORT
DIVISION OF ADMINISTRATIVE AFFAIRS
FY 2019/2020

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UW-WHITEWATER

Contents

University of Wisconsin Whitewater
Division of Administrative Affairs
Annual Report
Prepared by Grace Crickette, Vice Chancellor of Administrative Affairs
September 3, 2019

Since a year ago, we have continued to focus on bringing improvement to our operations through:

- Reexamining the Day-to-Day
- Strengthening our Resources
- Being Action-Oriented
- Working on Staff Development

Our focus this year has been on strengthening our resources. The Division of Administrative Affairs developed a Financial Planning Document. The purpose of the Financial Planning document is to describe the process of financial planning and describes our current financial position and most importantly describes the factors and financial tools we will use in our planning.

In 2019, we continued on capital deployment process of centralization and redeployment of reserves with detailed plans for all funds and a quarterly monitoring system to ensure execution to plan. (http://www.uww.edu/adminaffairs/compliance/practice-directives-and-procedures). "Financial decision making is best guided through business model approaches that prioritize data transparency".[1]

Actions taken: (http://www.edu/adminaffairs/admin-affairs-updates)

- Published three year budget to actuals with balances
- Conducted Budget Manager team meetings with all of the Colleges
- Providing training on fiscal practices and procedures
- Published Financial Planning Document
- Developed Financial Model

We continue to leverage strategic visioning techniques to combine the best practices of strategic planning, visioning, and large-scale organization transformation. It enables organizations and groups to agree on compelling goals, breakthrough strategies, and aligned action. The strategic visioning process is very effective we use large graphic templates to facilitate big-picture thinking and encouraging participation and ownership from everyone involved.

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[1] American Council of Education, "Evolving Higher Education Business Models", 2018.

Through the **Five Bold Steps** exercise we gain 1) group alignment on your strategic direction, 2) creation of a vision that is group-generated, 3) agreement on the bold strategies that will support our vision and 4) high-level operational plans with key performance indicators and alignment with the campus' strategic goals.

The Bold Steps for each department in our Division are included in this report along with narratives that speak to our goals, progress, and challenges for each area of responsibility.

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS

Vice Chancellor's Office			MISSION: Reexamine the Day-to-Day, Strengthen our Resources, Be Action-Oriented, Staff Development		
Bold Step	**Brief Description**	**UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**
Recruiting & Developing People	Launch Warhawk University	1-6	Increase training opportunities by 50%	In Process	20%
Supporting Team in Accomplishing Their Bold Steps	All departments have goals that are measureable & align with strategic plan	1-6	Plans implemented 8/1/20=100%	In Process	50%
Improving the Control Environment	Audit Risk Management and Compliance Program (ARC)	1,2,4,5	Complete Assessments 100%	In Process	40%
Improving Budget & Finance Processes	Strengthen Campus Budget & Financial Capabilities	1,2,4,5	Hit targets set of $2M reduction	In Process	50%
Supporting Improvement & Innovation	Create Value, Efficiency and Great Service (PIAT)	1-6	Hit target of $100K in effiency savings	In Process	5%

STRATEGIC PLAN GOALS					
1	**2**	**3**	**4**	**5**	**6**
We will improve student access and success.	We will transform lives and impact society.	We will foster diversity and inclusion.	We will strengthen our resources.	We will deepen partnerships and relationships.	We will celebrate the accomplishments of our campus community.

Last Updated : 8/8/19

Budget

In order to strengthen our resources and deepen partnerships across campus, the Budget Office redesigned the annual budget development process in accordance with the campus FY19/20 budget submission. Detailed operating, salary, and revenue information was shared across all campus

departments and divisions with the goal to budget all activities. Prior budgets were fragmented and didn't fully include all activities, and providing visibility to revenue budgeting for the first time will allow campus to better monitor its financial progress towards our goals.

Financial reports at the departmental and divisional level are under development and will provide campus more detailed insight into their financial performance. Improved monitoring will help departments remain within their current operating budgets and allow more flexible (up or down, depending on revenue performance) within their units.

Our monthly Budget Manager meetings, open to all, engage key campus leaders where detailed financial and administrative topics are discussed. Recent meetings have incorporated presentations the university's Financial Plan, overall university operations, and a workshop dedicated to identifying operating excesses.

Achievements

1. **Budget Book**: The Budget Office created a 2nd edition of the FY19 Budget Book. This public document presents detailed budget and FTE allocations for all campus units, providing visibility to our operations.

   Strategic Plan Goals: 4, 5

2. **Financial Plan:** Under Administrative Affairs leadership, a five-year financial plan will soon be published. This detailed document lists historical financial information in an easy-to-read format and presents various financial scenarios to move the university forward. This educational document also provides context for the university's current financial situation.

   Strategic Plan Goals: 4, 5

3. **Annual Budget Process:** The annual budget process has been redesigned to better align current university resources with their proper allocation. Operating within the confines of an extremely restrictive state environment, the FY19/20 budget was developed at a much more granular level and included revenue assumptions. Prior operating budgets were only considered "balanced" when allocations were matched with prior year submissions – including revenue assumptions provides greater visibility to university operations.

   Strategic Plan Goal: 4

Challenges

1. **Decline in Enrollment**: Rapid declines in enrollment have forced the university to utilize operating reserves to balance current operations. UW-Whitewater heavily relies on tuition revenue to fund operations as state appropriations only account for approximately 10% of its budget. Continued focus on operational efficiencies are key.

   Strategic Plan Goals: 3, 4

2. **Improving budget reporting**: The University has limited reporting tools to provide insight to financial operations. Primarily through WISDM, a query tool, operations are monitored. The Budget Office is investing significant human capital into OIBEE, a Business Intelligence platform,

however System support is limited. The Budget Office is collaborating with other campuses across the State to push forward.

Strategic Plan Goals: 4

3. **Implementing new budget model**: Operating on an incremental budget basis, UW-Whitewater doesn't maintain the flexibility to properly allocate resources to their highest and best use. Development of a new performance-based model is key to ensure that budgets properly reflect the best allocation of resources.

Strategic Plan Goals: 3, 4, 5

Great Service Story

For the first time, the Budget Office offered open "office hour" budget sessions held in a computer lab where departments could meet one-on-one to complete their annual budget submissions and address any finance-related questions or concerns. The response was extremely positive, with one attendee stating "thanks so much, I was in and out in less than half an hour and have never had my budget explained to me in such a thoughtful manner". The Budget Office will continue to meet and engage with campus representatives' questions or concerns. The response was extremely positive, with one attendee stating "thanks so much, I was in and out in less than half an hour and have never had my budget explained to me in such a thoughtful manner". The Budget Office will continue to meet and engage with campus representatives, and plans to offer open workshops to help departments with future budget submissions. , and plans to offer open workshops to help departments with future budget submissions.

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS

Budget Office			**MISSION:** Provide professional services that enable university leadership in identifying, obtaining and allocating the resources needed to achieve the university's mission and goals.		
Bold Step	**Brief Description**	**UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**
Budget Books	Publish Budget Books to provide transparancy	4,5	Plan implemented by 1/1/18 = 100%	Completed	100%
Align Budget with Actual Measures	Develop new budget model to align with strategic plan	3,4,5	Plan implemented by 7/1/19 = 100%	In Development	80%
Improve Budget Process	Assess existing budget process, determine & implement changes	3,4,5	Plan implemented by 1/1/19 = 100%	Completed	100%
Position Control	Ensure that appropriate safeguards are in place.	4,5	Plan implemented by 1/1/20 = 100%	In Development	60%
Budget Reporting	Create standardized Budget to Actual reports	3,4,5	Plan implemented by 1/1/20 = 100%	In Development	60%

STRATEGIC PLAN GOALS

1	2	3	4	5	6
We will improve student access and success.	We will transform lives and impact society.	We will foster diversity and inclusion.	We will strengthen our resources.	We will deepen partnerships and relationships.	We will celebrate the accomplishments of our campus community.

Last Updated : 7/15/19

Campus Facilities Planning
Achievements

1. **Integration of Rock County Campus**: Integration of the Rock County campus officially began for Facilities on July 1, 2018. The Campus Facilities Planning team has worked with Rock County facility staff to inventory existing spaces and uses and have been working with campus IT department (ICIT) and Registrar's office to upload the required facility data into the campus facility database and update naming conventions, room numbering and drawings. This process is 95% complete and is currently being tested, with the goal to be fully operational by Fall 2019.

   Strategic Plan Goals: 4, 5

2. **Communication and Media Presence**: The Campus Facilities Planning website has proven to be an invaluable tool for communication of the new project intake process to the campus community as well as providing quarterly updates on project status on both campuses. It is also the platform where continued improvement to the intake process, capital planning process and any other major facility improvement will be communicated. The website is now fully developed and is at the routine stage of quarterly content updates: http://www.uww.edu/adminaffairs/fpm/campus-planning

    Strategic Plan Goals: 3, 4, 5, 6

3. **Successful Completion and Support of Large Projects**: Although the future state of funding and project implementation seem challenging, the Campus Facilities Planning team, along with the rest of Facilities Planning & Management and other key stakeholders on campus, have helped to support and implement several significant facility projects on campus that continue to support the campus mission as well as enrollment and retention of students, staff and faculty. This past year the campus has seen the completion of: renovation/addition to the Stadium Athletics Services Building (football) and the Baseball Services Building, Upham Hall and Drumlin Dining Hall Roof Replacements, Phase 1 of Wells Hall Window Replacement and the relocation of Student Affairs/ Dean of Students Office to Andersen. Near completion are the New Residence Hall (Fall 2019 occupancy), the Chiller Plant Expansion, and the redevelopment of the former Sentry building as the new UWW Community Engagement Center. This past year also saw the start of the CA35 Printmaking Lab Modification project and the West Campus Utility Improvement project in the areas of the West Campus residence halls. This is only a partial listing of projects for campus. Project Profile Sheets can be found on the Campus Facilities Planning website under Current and Future project tabs: http://www.uww.edu/adminaffairs/fpm/campus-planning

    Strategic Plan Goals: 3, 4, 5, 6

Challenges

1. **Management of Facilities with Reduced Resources:** Although campus and enrollment have grown for the majority of the past decade, the Facilities Planning and Management operational budget has remained stagnant at $912,165. Since this did not leave enough funds to address larger maintenance or capital improvements projects on campus, these projects have historically been funded with central carryover funds and reserves.

    However, this coming fiscal year poses several challenges: a significant reduction in enrollment, which translates into reduced revenue to campus; and the continued lack of financial support from the state for projects, including deferred maintenance projects. As result, campus will have only about 50% of last fiscal year's funds for implementing capital improvement projects. Emphasis is on supporting the Supporting Strategic Enrollment Planning (SEP) initiatives and addressing safety, accessibility and high-risk projects.

    Strategic Plan Goals: 4, 5

2. **Improve Depth of Facility Data**: Although the Campus Facilities Planning team is always updating and improving facility data, there are additional deep dive assessments and initiatives that need to be implemented. Improvement of this data will help facilitate: future campus budget planning, including potential development of a dedicated maintenance or capital improvement budget;

emergency response planning; deferred maintenance planning; space management; and long-term stewardship of campus facilities and resources. This past fiscal year posed some unexpected road bumps but the team is working to re-focus on this bold step more effectively this coming year.

Strategic Plan Goals: 4

3. **Continue to Develop Key Performance Indicators (KPIs) for Bold Steps**: Due to the nature of some of the work this team performs, it is sometimes difficult to identify key performance indicators (KPI) that can provide meaningful data to the team and to campus at large. Over the last 6 months, the team has developed a KPI to measure the new intake process that was implemented on July 1, 2018. This KPI will measure the number of days for each step in the intake/review process. It will help identify basic metrics for sorting the data (project category, department/division, project drivers, budget, funding source etc.) as well as where problems may be occurring in the workflow. The team will take this data and use it to help with process improvements, including automation of some of the workflow and tracking (which is currently done manually). Data is being pulled together now for FY19 and a one-page info-graphic is being developed that can be easily shared with campus community via the planning website.

   Once the KPI for the intake process is fully in place, that same approach will be taken to develop a KPI for the implementation side of projects, utilizing the industry standard phases of: planning; design; bidding; construction; substantial completion; and close-out.

Strategic Plan Goals: 4, 5

Great Service Story

In January of 2018, campus administration approved the implementation of a campus food pantry with near immediate implementation. The only place that could be made available by the end of February was in the unoccupied White Hall, with the understanding that a better location be determined and implemented by the end 2018.

After several options were determined for a permanent location, the Chancellor approved a 3-step plan to relocate the Food Pantry to Drumlin Dining Hall. As the first move to support this plan, The Royal Purple (campus newspaper) relocated from the University Center to McCutchan 113 at the end of summer 2018.

The initial news about relocating the Royal Purple (RP) was met with a fair amount of resistance. The Royal Purple had been located in the basement of the University Center for over a decade, and they were comfortable in their space. Some of Royal Purple's concerns about moving included: remote location, less visibility, smaller footprint, and disruption to the renewal process the paper was experiencing.

Of all the buildings on campus, McCutchan Hall has an informal reputation of being the "forgotten child". Significant re-investment in the building has not happened in decades. The campus is rethinking that approach, especially in light of recent economic downturn trends.

This space was formerly occupied by Campus Tutorial Services prior to the completion of the Chrisman Success Center. Like all of the former tutorial spaces, McCutchan 113 had been a highly used space and was a little worse for wear. It was also being used as a temporary storage and staging area to support other facility upgrades within the building.

It took several months to plan and convince the Royal Purple that this move could be beneficial to their program. This location will serve as an intermediary location for the RP, with the ultimate goal of co-locating them with other Communication Department media suites in Andersen.

By utilizing existing flooring, furniture and technology remaining after Tutorial Services moved to the Chrisman Success Center, the FPM team was able to implement the majority of the project and move occupants in just under 3 weeks.

The Royal Purple never had AV technology in their former space. This unused, but still functioning smartboard was re-allocated to the Royal Purple to enhance their program. The staff is excited to actually have technology that they can use to meet with advertising clients, group edit/review paper content and utilize for general staff meetings and instruction.

I will admit, when I first heard we were moving, I was bummed. I'd spent the last three years of my undergraduate studies enduring long production nights, forging lifelong connections and friendships and literally dripping blood, sweat and tears in the former office in the UC room 66."

But I realized this move provides us a chance to do everything all over again and create new memories and legacies for the eager journalism students who will come after the 2018-19 staff. This time they'll even be above ground where [they] can actually see the light of day.

Our new office, with its fresh purple paint, provides great opportunities for our staff. Being in a building with other high impact offices provides increased foot traffic and visibility for us, which can allow student, staff and faculty to become more involved and engaged with us and the journalistic pieces our staff members work incredibly hard to produce.

-Excerpts from Editorial in the Sept. 3, 2018 edition of the Royal Purple

Written by Nicole Aimone, Editor-in-Chief

When a "client" is satisfied with their space, then we have done our jobs well.

When that "client" writes a great editorial in their first edition of the year with such a positive view of the move, then we consider it a resounding success. Good Press is the best compliment and is always welcome.

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS					
Campus Facilities Planning			**MISSION:** Support University mission and strategic goals through stewardship, integrated planning and effective management of campus resources.		
Bold Step	**Brief Description**	**Aligns with UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**
Develop Campus Facilities Planning Website	Website will communicate planning efforts to campus stakeholders	2,3,4,5	Plan implemented by 07/01/18 = 100% on Target	Complete	100%
Improve alignment of campus planning process with Budget and State Capital Planning process	Launch new project request, evaluation and approval process - align with budget	4	Plan implemented by 07/01/18 = 100% on Target	Complete	100%
Develop Capital Improvement Plan book	Develop book that documents processes, approved project and future projects	3,4,5	Plan implemented by 09/01/19 = 100% on Target	Substantially Complete	90%
Improve depth of Facilities Data	Improve Accuracy, Content and accessibility of data (drawings, databases)	4	Plan implemented by 08/31/20 = 100% on Target	In Development	70%
Clarify and Improve Space Management Process	Improve utilization of existing tools, develop or support existing policy for more efficient use of campus resources	1,2,3,4,5	Plan implemented by 09/30/20 = 100% on Target	In Development	30%
Develop long range "business plan" for Campus Facilities Planning group		1,2,3,4	Plan implemented by xx/xx/xx = 100% on Target	Not Started	0%

STRATEGIC PLAN GOALS					
1	**2**	**3**	**4**	**5**	**6**
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Last Updated : 7/5/19

Campus Facilities Sustainability

Achievements

1. **Student Internship Program Expansion**: At the beginning of the academic year, the Sustainability Office launched an aggressive student employment program by re-vamping our existing positions into discrete, project-based internships designed to cater to specific student interests and focus areas that cut across a wider range of academic disciplines. These positions included several in the Operations series (Food and Dining, Grounds, Waste Management, Transportation) as well as other positions focused on sustainability integration in Academics, Investment/Finance, and Data Analytics/GIS. We also added marketing support with an Outreach/Event Planning and Digital Marketing positions. Additionally, we continued to bolster our office administration by hosting an orientation session for all interns and incorporated professional development content in a two-day session, as well as continued discussions in bi-weekly staff meetings and regular reviews.

    Strategic Plan Goals: 1,2,4,5, 6

2. **AASHE STARS Silver Rating:** UW-Whitewater participated in the Association for the Advancement of Sustainability in Higher Education's Sustainability Tracking and Ratings System for the second time, completing this assessment in late 2018. The comprehensive assessment focused on four strategic areas for sustainability programs, including Academics, Engagement, Operations, and Planning & Administration. Despite improvements to the new version to make this assessment

tool more robust, we were able to improve our score from 45.35 to 52.43 to strengthen our Silver rating on the path to achieving Gold at 65 points.

Strategic Plan Goals: 1, 2, 3, 4, 5, 6

3. **Tree Campus USA Certification:** The Sustainability Office's Sesquicentennial project helped us achieve recognition as a Tree Campus USA by the Arbor Day Foundation. This certification requires the campus to identify a Tree Advisory Committee, develop a Tree Care Plan, establish an ongoing Campus Tree Program with dedicated annual expenditures, hold an Arbor Day observance event, and implement a Service Learning Project. Our service learning project, called The Salisbury Idea after the vision of former Whitewater Normal School President Albert Salisbury, calls for the planting of every native tree and large shrub able to survive our climate and soil conditions to be planted somewhere on campus and identified on a digital tree inventory map and self-guided walking tour. The Salisbury Idea project will be completed in Fall 2019 before the supervising intern graduates.

Strategic Plan Goals: 4, 5, 6

Challenges

1. **Climate Change Response**: Despite efforts to improve our sustainability performance in a number of areas, our overall climate impact continues to be relatively static with consistent energy consumption numbers over several fiscal years. Meanwhile, the scientific community continues to issue dire warnings and clear alarm bells that call for immediate and drastic action. While our campus is still technically a signatory of the Second Nature Carbon Commitment, we seek clear and decisive leadership from Chancellor Watson on the role UW-Whitewater plays in responding to climate change and improving campus resiliency in service to our students and all future generations likely to inherit a more challenging and less hospitable planet.

Strategic Plan Goals: 2, 4, 5

2. **Campus Garden Program Direction:** Despite years of success since its inception in 2013, the Campus Garden program has plateaued as a food pantry garden. We still value this important service to the Whitewater Community Food Pantry and maintain high levels of donated or collected produce from our partners at the Whitewater City Market. Additionally, we started to explore avenues to integrate produce into the Warhawk Pantry. However, we will explore revenue models to move the garden and greenhouse operations to a lower percentage of overall Sustainability Office budget. We are also exploring options to integrate internship opportunities for future teachers to collaborate with local K-12 schools on sustainability- and garden-related programming. However, program expansions have been difficult to establish until the logistical aspects of the garden are more fully managed by student interns and volunteers.

Strategic Plan Goal: 1, 2, 5, 6

3. **Operational Shift in Focus**: Since the hiring of the Sustainability Coordinator position in 2008, the sustainability program at UW-Whitewater has primarily focused on outreach and engagement projects to build co-curricular involvement from students while developing supportive partnerships and collaborative projects across a wide swath of campus departments and community groups. However, the operational aspects sustainability expected from being based

in FP&M were not prioritized and opportunities for change did not exist. With changes in leadership, there has been more opportunities for operational change, so our main challenge will be to evaluate our program to identify the priority areas and start letting go of engagement programs that have run their course while saying no to new projects that do not maintain a proper balance between sustainability focus areas.

Strategic Plan Goal: 4

Great Service Story

Students working in the Sustainability Office were able to develop supportive partnerships to advance several sustainability goals on campus. Our stream monitoring volunteer program was recognized for two awards by involving over 30 students in this activity, along with several hundred community service hours logged on other managed projects, such as the Campus Garden. We received funding from Pepsi to install more trash bins on campus and completed a waste bin audit that identified operational improvements that will increase our recycling rate and reduce custodian time spent emptying trash cans. We established a working relationship with Dining Services to reduce single-use plastics and promote environmentally-friendly diet choices. We initiated a review of bike infrastructure using the Bicycle Friendly University designation and supported marketing efforts for the Warhawk Shuttle and other alternative transportation options in Whitewater. We continue to support the Biology Department in managing Upham Greenhouse, Grounds in managing the Nature Preserve, and maintained a shared staffing partnership with the Science Outreach Office.

Members of the Sustainability Office participated in a number of class visits and tours, campus events, committees, and community service projects and look forward to continued collaborative and supportive roles across all departments and divisions at UW-Whitewater.

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS					
Campus Facilities Sustainability			**MISSION:**		
Bold Step	**Brief Description**	**Aligns with UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**
Expansion of Internship Programs	Expand the Sustainable Operations and Engagement internship series, support tech school programs, and explore K-12 program.	1, 2, 4, 5, 6	Fully implemented Spring 2020 with new positions in each area.	In pilot	80%
Green Office Program	Staff and faculty engagement in individual sustainability practices will expand reach and involvement for other program support.	2, 4	Pilot Fall 2019	In development	50%
Waste Bin Reduction	Eliminating small classroom trash cans and reducing service to infrequently used spaces will save labor and supplies.	4	Implement Fall 2019	In implementation	50%
Bicycle Friendly University and Bike Share	Certification covers engineering, education, encouragement, enforcement, and evaluation/planning.	4, 5, 6	Complete Summer 2020	In development	60%
Renewable Energy and Climate Goals	Collaboration with several UW System schools to adopt aggressive renewable energy goals to address climate change.	2, 4, 5	Pilot Spring 2020	Pilot Spring 2020	20%
STRATEGIC PLAN GOALS					
1	**2**	**3**	**4**	**5**	**6**
We will improve student access and success.	We will transform lives and impact society.	We will foster diversity and inclusion.	We will strengthen our resources.	We will deepen partnerships and relationships.	We will celebrate the accomplishments of our campus community.
Last Updated : 8/29/19					

Financial Services

Achievements

1. **Rock County Restructure**: The merger with the Rock County campus required coordination across all areas of financial services to ensure a smooth transition for students, faculty and staff. A series of bi-weekly meetings took place during the months of February through April between all areas of financial services and key representatives at the Rock County campus. Several other special sessions also occurred to determine common processes, make other design decisions, and provide preliminary training. A detailed communication plan was developed to keep students, faculty and staff informed and is currently being utilized to guide information sharing. This transition has taken place without addition to staff or resources within the financial services area.

   Strategic Plan Goals: 1, 2, 4, 5

2. **Strategic Involvement**: Financial Services has been involved with several strategic efforts within the university including University Housing modeling, financial planning, strategic enrollment planning and combined tuition design with the Rock County campus. This involvement supported

the financial considerations of these activities and represents a strong shift in the use of financial services beyond transaction and policy compliance.

Strategic Plan Goals: 1, 2, 4, 5

3. **Financial Literacy Expansion**: During the first full year of academic programming, the Financial Literacy Center (FLC) provided financial wellness, education, and resources to the campus community. Promotion of the Financial Literacy Center is ongoing. Digital and printed marketing materials are continuously being designed and utilized around campus. In addition, the development and redesign of the FLC's website, blog, and Facebook account provide low-cost outreach opportunities and resources to online visitors. These promotions along with requests from the campus community resulted in 78 one-on-one financial coaching sessions, 59 group presentations, and 30 tabling opportunities.

Strategic Plan Goals: 1, 2, 3, 4, 5

Challenges

1. **Enterprise Resource Planning and Shared Services**: Each of these items represent initiatives driven by the University of Wisconsin System Administration. Both of these items represent opportunities for financial services to provide consistent and expanded services to the University of Wisconsin – Whitewater. Staff time required for effective participation will place strain on staff and services at certain times during the year. It will also be important to have effective input into these larger initiatives so unique needs of our students, faculty and staff are heard and part of the ultimate solutions.

Strategic Plan Goals: 4, 5

2. **Financial Planning Continuation:** Financial Services will continue to play a key role analyzing the financial picture of the University of Wisconsin – Whitewater and providing options and execution of decisions related to the financial plan. This may involve items such as monitoring the spend against budgets more closely, managing project code status, encouraging effective grant proposals and tracking, encouraging effective program proposals and tracking, and providing updates as needed.

Strategic Plan Goals: 1, 2, 3, 4, 5

Great Service Story

1. In May, as spring final exams were approaching, a student working with the Financial Literacy Center was facing a sudden and unforeseen personal crisis. Family circumstances and an unexpected breakup of a long-term relationship posed a significantly worrisome and stressful situation for this student, who in less than 2 weeks, was expected to take final exams, move out of the residence halls, and secure alternative housing for the summer months. Acting as a liaison, the Financial Literacy Coordinator reached out to selected campus staff, including University Housing and a LEAP team representative who specializes in challenging student situations, and then worked closely with the student to assist in resolving the difficult and emotional situation. Within just a few days, the student was able to secure on-campus summer employment and housing, which enabled the student to place more focus and

attention towards the successful completion of the academic semester. After working a few weeks during the summer months and reflecting on the situation, the student shared, "I've met new people and have made a few new friends, my roommates are also good people too. I honestly am really glad that I had you to talk to and confide in because things definitely got easier." Although life through a curveball, the student is embracing life's challenges and taking steps towards a brighter future.

2. Financial Services was a key player in designing how the combined organization between the University of Wisconsin – Whitewater and the Rock County campus would treat tuition. While other receiving institutions chose to use multiple plateaus for students at the different campuses, the University of Wisconsin – Whitewater was committed to causing no increase in Rock County students' tuition and segregated fee rates compared to the prior academic year. This involved Financial Services participating with consultants hundreds of hours to design, setup and test a single plateau that would keep students' tuition and fees consistent. In July 2019, all of the effort will produce a first student billing under the combined organization that met the goal. This was a great example of placing student needs and expectations first.

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS

Financial Services			MISSION: Provide accurate, reliable, financial information and guidance.		
Bold Step	**Brief Description**	**UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**
Fully Staffed/Trained Staff	Ensure department is full staffed and trained to provide excellent customer service	1, 2, 3, 4, 5	Percentage of staff who received formal training during the fiscal year	In Progress	59%
Implement Collections Module	Develop and implement new collections module	4, 5	Automate our collection system, reduce reaction/communication time	Complete	100%
Improve the financial literacy of UW-Whitewater students	Develop awareness of the services and multiple touch points to connect with students	1, 2, 3, 4	Identify the number of events an students impacted; included in annual report	In Progress	167 Events; 601 Estimated Contact Hours
Improve the financial internal controls	Increase the efficiency and effectiveness of internal controls relative to the present risks	1, 2, 4, 5	Number of identified controls improved	In Progress	68%
Transition UW-Rock financial services processes	Convert UW-Rock and central UW Colleges services into local financial services to students, faculty and staff	1, 2, 4, 5	Percentage of processes completely transitioned	In Progress	84%

STRATEGIC PLAN GOALS

1	2	3	4	5	6
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Last Updated : 10/9/19

Human Resources and Diversity
Achievements

The past year for the Human Resources and Diversity [HR&D] department has been full of change; modifications to processes; position description reviews; equity studies, while addressing and developing subject matter expert needs within the department, as well as the campus community. To achieve these objectives, members of the department began the fiscal year of 2018 in an all-day strategic planning session reviewing the bold steps previously identified and discussing process

improvement ideas that would support the strategic plan. To date, an overview of this past year's accomplishments are provided, but does not include functions that have been transferred to the human resources and diversity department:

1. **Improvements to the Student Employment Tool**: The tool has been enhanced through the assistance of ICIT. The Student Employment Tool and the Non-Student Camp Tool has reduced the time it takes to process payments for short-term and long-term employees, coupled with the time savings and limited opportunities for data entry error. Improvements have also included the enhancement and updated website, designed to be more user friendly with additional resources for students. More changes are in the offing to help students transition to a job opportunity while in school.
   Of note, during the past year, 3,340 student hires have occurred, with 410 non-student camp hires during the same time period. Congratulations to Kai Instefjord for his commitment and dedication to the students on both UWW campuses!
   Strategic Plan Goals: 1, 4, 5

2. **Warhawk Wingo**: Our benefits team applied for a wellness grant from ETF and it was received. The team developed a Warhawk version of Bingo, otherwise known as Warhawk Wellness WINGO! This wellness initiative was for all staff and students. Anyone who signed up received a fun pair of Warhawk socks! WINGO was a fun activity that encouraged participants to get up, get moving and get to know the campus better. WINGO is a card with 16 squares, each square has a different location or wellness activity that can be found on campus. Participants chose one of the activities in each square and indicated the date and time they completed that activity on their WINGO card. Completed card were returned to the HR Office and participants received a Warhawk WINGO t-shirt. One hundred and twenty five people signed up for WINGO and 50% of those have turned in their card and received a t-shirt.
   Strategic Plan Goals: 2, 3, 4, 6

3. **E-Rehire**: After one full year of using the E-Rehire tool the Talent Acquisition team has been able to reduce the time it takes to process a re-hire by 75%. This time savings allows for the team to spend more time in areas such as recruitment and hiring activities.
   Strategic Plan Goals: 4, 5, 6

Additional Achievements include:
4. Curriculum development and programming for unconscious bias [a coordinated effort with the Chief Equity, Diversity and Inclusion Officer];
5. Recruitment and selection of a full-time Title IX Coordinator;
6. Recruitment and selection of a full-time Professional Development Coordinator;
7. Development of a Leadership Academy for up-and-coming leaders within the campus community;
8. Modification and improvement for the Change of Status process;
9. Creation, development and use of the new Recruitment Approval Process;
10. Continuous changes and enhancements to the HR&D website;
11. Investigator training for Deputy Title IX Coordinators;
12. Improvements to the background checks, consistent with best practices, and
13. Student Hires.

14. Development of the Warhawk WINGO wellness challenge with 125 participants.
15. Development of the Payroll Support Email to enhance customer service
16. One full year of using the E-Rehire tool has reduced the time it takes to enter a re-hire into the HRS system by 75%.

Challenges

1. **Timely Transactions:** The University of Wisconsin comprehensive universities are provided a monthly report for delayed transactions related to hiring and separations, whether it is a resignation and/or a retirement. Any information that requires a transaction, delayed for more than 30 days, a notification is provided to the campuses and announced during monthly meetings with the Board of Regents. Unfortunately, human resources cannot initiate many of these documents and must be initiated by the hiring manager and/or supervisor. Human resources is developing a dashboard to help identify trends and put this in the queue for process improvement.

   Strategic Plan Goals: 1, 4

2. **Employee Onboarding and Orientation**: Onboarding begins with the first point of contact made by an interested party looking for a position with the University of Wisconsin-Whitewater. This point of contact is usually made with a member of the talent acquisition team and continues as a point of contact for the employee, once hired. Orientation is a snapshot in time and part of the onboarding process. A new orientation program was offered in the fall of 2018, which has evolved into a robust six-hour program. A true orientation program welcomes and introduces new employees to the campus, explains the culture, mission and vision, while learning about the campus as a whole – both are important for employee engagement and retention. The Talent Acquisition Team supports the onboarding process, while Benefits and Professional Development, both provide orientation opportunities for new employees. The enhancement of the onboarding process has been very well received by attendees – especially "Goosechase" (a scavenger hunt app) now part of the campus orientation, as another method of learning about the University of Wisconsin-Whitewater! Go Warhawks!

   Strategic Plan Goals: 1, 3, 4, 5, 6

3. **Warhawk University – Leadership Academy [Grow Your Own]**: This fall, the inaugural Leadership Academy begins! Nominations have been requested and many received for the first academic year class! Arrangements have been made with leaders from various organizations to come to the UW-Whitewater campus, to help this campus *"Grow Your Own"* leaders, whether they are new to this campus and/or have been here for a number of years and are interested in attending.

   Strategic Plan Goals: 2, 3, 4, 5, 6

Additional Challenges
4. Immigration.
5. UWW-Rock County Campus.

Great Service Story

Reggie Brown received a phone call from an employee whose check amount was going to be significantly less than expected. Reggie very calmly and professionally explained the situation and let the employee know that she was going to do everything she could resolve the situation. After some research, Ms. Brown presented two options to the employee and allowed her to make the best decision for her situation. The employee was extremely appreciative that Reggie went out of her way to make sure that the solution would not be a hardship for the employee. The employee sent this message: "Thank you so much for working to resolve my payroll issue. I greatly appreciate all of your work." Reggie went the "extra mile" to ensure we followed system policy and yet resolved the issue in a mutually acceptable manner".

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS					
Office of Human Resources and Diversity			MISSION: Service, Partner & Innovate		
Bold Step	Brief Description	Aligns with UWW Strategic Plan Goals	Key Performance Indicator (KPI)	Status	Key Indicator Status
Integration	Collaboration, Policies, Effective Transition	1,2,3,4,5,6	Review Policies, $0 Base Position Appointments and Practice Directives- Begin 8/1/18 = 100% on target	In Development	75%
Recruitment and Hiring	Streamline/Practice Directive	1,2,3,4,5	Plan implemented by 12/31/19 = 100% on target	In Development	65%
Onboarding/Offboarding and HLC	Develop, Improve, and Implement	3,4,5	Plan implemented by 9/1/18 = 100% on target	Completed	100%
Technology Efficiencies	Develop, Improve, and Implement	1,2,3,4,5,6	Plan implemented by 12/31/19 = 100% on target	In Development	25%
Leadership Design/Performance Management	Develpo/Supervise and Insure Employee Enrichment Program	1,2,3,4,5,6	Plan implemented by 5/1/19 = 100%	In Development	95%
STRATEGIC PLAN GOALS					
1	2	3	4	5	6
We will improve student access and success.	We will transform lives and impact society.	We will foster diversity and inclusion.	We will strengthen our resources.	We will deepen partnerships and relationships.	We will celebrate the accomplishments of our campus community.
Last Updated : 7/16/19					

Parking Services
Achievements

1. **Passport and Kiosk Implementation:** Passport Pay by Space Parking Application was introduced to campus and replaced all mechanical meter parking in January of 2019. Passport implementation has resulted in a higher level of overall compliance with time-based parking spaces. The 24/7 self-service kiosk behind Parking Services was replaced with an upgraded model. The upgrade resulted in more consistent service and allows for the introduction of hourly parking permits.

Strategic Plan Goals: 1, 4, 6

2. **5-Year Project Plan**: During fiscal year 2018-19 a 5-year project plan was developed. This is a joint effort between Parking Services and Facilities, Planning and Management. The 5-year project plan started with the Lot 12 upgrade implemented during the summer of 2019. The plan was communicated to the campus community and is available on the Parking Services website.

   Strategic Plan Goals: 1, 2, 4, 6

3. **Improved Utilization of Parking Assets**: During 2018 Parking Services introduced a discounted parking permit for staff and faculty. Staff and Faculty are eligible to purchase the North Commuter/Brown Permit. This allows individuals the option of lower cost, on campus parking and moved more vehicles into the underutilized northern parking lots.

   Strategic Plan Goals: 1, 2, 4, 6

Challenges

1. **Public's Negative Perception**: Despite increased communications, increased cooperative agreements and an increase in available parking, the campus and community see Parking Services as an impediment instead of a partner. It is a consistent challenge to balance the desires for low cost and free parking to the statutory and budgetary obligations Parking Services must meet.

   Strategic Plan Goals: 1, 4, 5

2. **Parking Lot Physical Integrity**: Parking Services 5-year plan outlines a strategy for improvement. Of great concern is whether or not the parking surfaces will continue to be serviceable until improvements are made. The physical structures of the lots have the potential to fail faster than funding can be raised.

   Strategic Plan Goals: 1, 4, 5

3. **Increasing Aggressive Behaviors**: Inappropriate behaviors, reactions and threats continue to increase toward and against Parking Service employees. This has escalated to a level of concern requiring the implementation of physical security measures both in the building and on personnel. Enforcement personnel are now issued body worn cameras to record interactions, both documenting their professionalism and the actions of others. These behaviors are not isolated to any one group; students, staff, faculty and community members have all shown increased aggression toward parking actions.

   Strategic Plan Goals: 1, 4, 5

Great Service Story

A Representative of Student Government outlined his appreciation for the Passport Parking application implementation. He stated during a meeting his constituency had repeatedly expressed how efficient, effective and easy the use of the application had made the pay by space system. This impression was reinforced by a number of other campus and community members attending the meeting.

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS FY18					
Parking Services			MISSION: Provide access, implement useful technologies, improve service and maintain costs		
Bold Step	**Brief Description**	**Aligns with UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**
Implement Pay by Phone - Replace mechnical meters	Pay for short term parking via phone application	1,2,4	Plan implemented by 01/12/2019 = 100% on target	In Development	100%
Provide Positive Services (Bike/Ride Programs)	Create parking survey and increase positive feedback	1,2,3,5,6	Plan implemented by 09/01/19 = 100% on target	In Development	80%
Self-Service for Department Permits	Coordinate program with iCIT and AIMS	1,2,4	Plan implemented by 08/15/19=100% on target	In Development	75%
Create Financial Stability	Reduce amount of uncollected fines. Utilize tow/boot.	4,5	Plan implemented by 10/31/19=100% on target	In Development	80%
Encourage Full Utilization	Incorporate and increase use of Brown Permit Sales	1,4	Plan implemented by 01/01/19=100%	In Development	70%
STRATEGIC PLAN GOALS					
1	**2**	**3**	**4**	**5**	**6**
We will improve student access and success.	We will transform lives and impact society.	We will foster diversity and inclusion.	We will strengthen our resources.	We will deepen partnerships and relationships.	We will celebrate the accomplishments of our campus community.
Last Updated : 07/17/19					

University Police Department
Achievements

1. **UW-Whitewater Named Safest Campus in Wisconsin:** UW-Whitewater earned recognition as the safest campus in Wisconsin from ADT's Security Center News and Resources. The comparisons used for the study were provided by the US Department of Education's Campus Safety and Security analysis and the FBI's Uniform Crime Report. 435 schools were critiqued for the study focusing on hate crimes per enrolled students, violence against women per enrolled females, property crime per population, and violent crime per population. These factors were calculated based on every 1,000 students, females, or residents in each location. Reported hate crimes, instances of violence against women, and violent crime made up 90% of the final score.

   Strategic Plan Goals: 2, 3, 5

2. **Changes in Use of Force Policy and Philosophy**: University Police have formally implemented ICAT use of force philosophies. ICAT (Integrating Communication, Assessment and Tactics) addresses those situations where a subject is behaving erratically often because of mental illness or behavioral crisis. ICAT enhances the skills of officers by reinforcing the options available to safely and effectively manage these encounters, especially in the critical first few moments after officers arrive. In many instances, the goal is for the first responding officers to buy enough time so that additional, specialized resources can get to the scene to support a safe and peaceful resolution.

   Strategic Plan Goals: 1, 2, 4

3. **Fair and Impartial Policing Training**: Over the past year, University Police have worked to address community concerns related to impartial or biased policing. Meetings with students groups, area leaders and other allowed for the exploration of concerns and relationship building. These efforts even lead to a pizza and game night with a primarily minority based student organization! Because of this outreach, University Police have sponsored and opened up to agencies statewide, training designed to help officers realize and understand their personal challenges and potentially unknown biases. Helping officers to see themselves and others as individuals with hopes, challenges and dreams will enhance interactions, reduce violence and increase trust.

   Strategic Plan Goals: 4, 5, 6

Challenges

1. **Technology:** Technology within the field of policing continues to increase, in both use and expectation. Increased technology usage has led to challenges both internally and externally as more and more reliance on outside resources (vendors) and departments is required. In order to improve this area we will continue to pursue the strengthening of departmental relationships and seek means to streamline interactions with outside resources.

   Strategic Plan Goals: 1, 4, 5

2. **Clery Reporting Expectations**: The Jeanne Clery Act requires numerous reporting mandates requiring a significant amount of managerial time, interaction and oversight. Persons identified as Campus Security Authorities (CSA) must be trained and are mandated to report certain Criminal Offenses, Hate/Bias Offenses, Alcohol Arrests and Referrals, and Violence Against Women Act (VAWA) Crimes; which are compiled and become part of the Annual Security and Fire Safety Report. Clery touches multiple areas on campus in a nearly daily manner. Clery responsibilities are consistently changing, as Federal requirements can be somewhat fluid. This challenge is faced through vigilant use of available trainings, cooperate groups and delegation of responsibilities throughout the University Police organization.

   Strategic Plan Goals: 1, 2, 4, 5

3. **Emergency Management**: Providing guidance, expertise and planning in the area of Emergency Management for the University can be a challenge. The development, updating and integration of emergency plans in a transitioning population with competing interests and resources can stretch the capability and capacity of the University Police. We continue to provide an appropriate level of service and strive to improve our preparedness through innovative partnerships, community trainings and resource delegation.

   Strategic Plan Goals: 1, 4, 5

Great Service Story

The following note was received from an individual contacted reference Executive Order 54 concerns. Executive Order 54 mandates all State employees as mandatory reporters of potential or known child abuse. In this case, the information was investigated by Officer Nic Thompson and resulted in the below response.

Hello Officer Thompson,

Thank you so much for your email. This meant so much to me that someone reached out about this situation. I am currently safe and okay after moving out of my family home in January, but I do wish now that I had applied to UW-Whitewater right after graduation from high school, if it meant getting the help I needed then. So again, thank you so much for reaching out! I think I will be okay now, but if I ever run into a similar situation again, I will remember to ask for help from you and the other officers at UW-Whitewater. I hope you have a wonderful day!

Thanks!

ADMINISTRATIVE AFFAIRS "BOLDS STEPS" KPI STRATEGIC PLANS FY18					
Police Department			**MISSION:** Provide personable, professional and proactive service; strive to ensure a safe, secure and inclusive environment		
Bold Step	**Brief Description**	**Aligns with UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**
Increase Campus Service Officer Safety Escort Capabilities	Review use of CSOs, implement changes & training to increase capabilities.	1,2,5	Plan implemented by 09/01/20 = 100% on target	In Development	75%
Restructure the Emergency Operations Plan to All Events	Identify needed changes to the EOP, restructure and implement	1,2,4,5	Plan implemented by 12/01/19 = 100% on target	In Development	80%
Formalize "Briefing Training"	Review, Assess, Revise and Implement "Briefing Training"	1,3,4,5	Plan implemented by 09/15/19=100% on target	In Development	85%
All Command Staff through Police Staff and Command School	Ensure all command staff engage in Police & Command Education	1,2,4,5	Plan implemented by 12/01/18=100% on target	In Development	100%
Increase effeciencies through tablet applications	Install new software on University System so as to utilize tablet/smartphones	1,4,5	Plan implemented by 04/30/19=100%	In Development	75%
STRATEGIC PLAN GOALS					
1	**2**	**3**	**4**	**5**	**6**
We will improve student access and success.	We will transform lives and impact society.	We will foster diversity and inclusion.	We will strengthen our resources.	We will deepen partnerships and relationships.	We will celebrate the accomplishments of our campus community.
Last Updated : 7/17/19					

Risk Management & Safety
Achievements

1. **Updated Website to a New App Style Format:** We submitted our mocked up version of this streamlined format to iCIT in April 2018 to provide continuity across all Administrative Affairs Division department sites. Due to staffing issues with iCIT, our website was not updated to the new desired format until late September 2019.

   Strategic Plan Goal: 1, 2, 4, 5

2. **Improve Ability to Report Unsafe Conditions**: At times an employee may be concerned to report a condition they feel is unsafe; therefore, we have added an online Safety and Health Hazard Reporting Form. This form is intended to be an anonymous method for reporting hazards.

3. Raw data is not shared outside of the RM&S; however, we forward information to staff responsible for investigation and correction of hazards.

Strategic Plan Goals: 1, 2, 3, 4, 5

4. **All Day Safety Training for Custodial & Facilities Staff**: Collaborated with the University Center, University Housing, and Facilities, Planning & Management to put on an all-day Safety Training. The training included the following topics: Bloodborne Pathogens, Fire Safety, Hazardous Communications, and Personal Protection. Also included were a several off- campus vendors such as Kranz, Sanicare, Grainger, Milwaukee Tool, and Fastenal which provided hands on demos of their products.

Strategic Plan Goals: 2, 4, 5, 6

Challenges

1. **Mission Continuity:** Our plan to mitigate this challenge is to implement Warhawk Ready (by Kuali) at UW-Whitewater. Warhawk Ready (by Kuali) is a business continuity tool that is specific to institutions of higher education. Its aim is to increase the institution's ability to continue operations in the face of disruptive events. Warhawk Ready (by Kuali) produces departmental continuity plans, and can be used by all departments at the University. The challenge is getting all departments on board. They will first need to become familiar with the system and then have to task one of their employees to gather the needed information. This information will then be entered into the system and can be updated/improved upon at any time. We have already launched the program within Administrative Affairs and our goal is to have all departments with the Administrative Affairs Division complete by the Fall Semester and begin roll-out the rest of the University at that time.

Strategic Plan Goals: 1, 2, 3, 4, 5, 6

2. **New Online Safety Training Program:** Our previous online training vendor CLMI was bought out and our contract was terminated without notice at the end of December 2018. The purchasing company wanted to go us to go with their new model which would have increased our costs from $4-$6,000 annually to roughly $20,000. Through a UW-System negotiated contract with Safe Colleges we were able to get a rate that will be less than our original contract with CLMI. Our challenge will be to reestablish all the users into the new system and different training requirements for those users.

Strategic Plan Goals: 2, 4, 5

3. **Official Integration of Rock Campus:** Integrating the Rock campus means we have an increased work load regarding claims processing for worker's compensation, driver's authorization, liability, and property. Our office will also handle hold harmless and field trip form requests, hazardous waste disposal amongst any and all Risk Management and Safety issues without additional staffing.

Strategic Plan Goals: 1, 2, 3, 4, 5

Great Service Story

In March we had an employee who filed a workers compensation claim that had upon initial visit at urgent care was released to seated work only, after a follow-up visit with an orthopedic specialist the employee was written off work completely. We guided the employee to utilize our "Early Return to Work Program" and have the excuse re-written back to seated work only and provided work to accommodate as we anticipated based on the circumstances the claim was likely to be denied. The employee was quite new and did not have much leave either. In the end their claim was denied and because they had followed our advice they were able to maintain full wages and their leave. Had we not guided them they would have exhausted all their leave and had additional unpaid time, even with an approved claim they would have resulted in a loss of 9 days of leave used in order to maintain a full wage as WC benefits are paid at 2/3.

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS					
Risk Management & Safety			**MISSION:** Reduce Risks and Prevent Injuries		
Bold Step	**Brief Description**	**Aligns with UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**
Mission Continuity	Ensure programs and policies are in place to reduce risks and prevent injuries.	1,2,4,5,6	Plan implemented by 12/31/19 = 100%	In Development	15%
Online Incident Report Form	Design and implement online incident report form	1,4,5	Plan implemented by 12/31/18 = 100%	In Development	100%
Develop Risk Analytics and Reports	Assess, Design and Implement Risk Analytics and Reports	4,5	Plan implemented by 12/31/18 = 100%	In Development	20%
Safety Academy	Utilize Safety Students	1,2,3,4,5	Plan implemented by 04/02/18 = 100%	Complete	100%
Ergo Equipment Checkout	Assess, Develop and Implement Ergo Equipment Checkout	1,2,4,5	Plan implemented by 12/31/18 = 100%	In Development	100%
STRATEGIC PLAN GOALS					
1	**2**	**3**	**4**	**5**	**6**
We will improve student access and success.	We will transform lives and impact society.	We will foster diversity and inclusion.	We will strengthen our resources.	We will deepen partnerships and relationships.	We will celebrate the accomplishments of our campus community.
Last Updated : 7/5/19					

Quality Assurance and Process Improvement Programs

Our Quality Assurance and Process Improvement department was established as of June 11, 2018. The Bold Steps identified in last FY's Annual Report have transitioned from "Action Plans" to "Operationalized Processes."

5 Bold Steps

ADMINISTRATIVE AFFAIRS "BOLD STEPS" KPI STRATEGIC PLANS					
Quality Assurance		**MISSION:** To enrich the overall control environment through improving compliance and gaining efficiency.			
Brief Description	**Aligns with UWW Strategic Plan Goals**	**Key Performance Indicator (KPI)**	**Status**	**Key Indicator Status**	
Transition Public Records Act (PRA) Roles and Responsibilities from the Marketing Department to Administrative Affairs.	4, 5	Plan implemented by 09/01/18 = 100% on target	In Development	100%	
Establish Streamlined Policies, Procedures, Practice Directives and Document Management.	3, 4	Ongoing	In Development	100%	
Foster a Robust Control Environment with Guidance from Audit Information.	4	Ongoing	In Development	100%	
Develop and Implement the Process Improvement Advisory Team (PIAT) Program.	1, 3, 4, 5, 6	Plan implemented by 10/01/18=100% on target	In Development	100%	
Form the Audit, Risk, Compliance, & Ethics (ARCE) Committee.	4, 5, 6	Plan implemented by 10/01/18=100%	In Development	100%	
STRATEGIC PLAN GOALS					
1	**2**	**3**	**4**	**5**	**6**
We will improve student access and success.	We will transform lives and impact society.	We will foster diversity and inclusion.	We will strengthen our resources.	We will deepen partnerships and relationships.	We will celebrate the accomplishments

Last Updated:7/9/19

Achievements

1. **Establish streamlined Policies, Procedures, Practice Directives and Document Management:**
   100% Operationalized – The Quality Assurance Improvement Manager established the Policy News and Updates webpage, as well as the Practice Directives and Procedures webpage to increase transparency around Policy guidelines, understanding, expectations.

   Policy News and Updates
   This webpage and its contents serve to keep members of our campus community informed about policy news, changes, updates, and announcements from UW System and UW-Whitewater scopes of interest. Here you can access our "Policy Status Updates" document, which provides an overview of UW System policy goings-on within the last six (6) months to one (1) year. This

document also contains a list of pending Practice Directives and Procedures in various stages of completion.

Practice Directives and Procedures
This webpage and its contents provide access to key resources such as guidelines for explaining the purpose, structure and application of Practice Directives and Procedures on our campus, as well as finalized versions of Practice Directives and Procedures for review and reference. Drafting and finalizing Practice Directives and Procedures is an ongoing function that is guided by a variety of campus needs.

Strategic Plan Goal: 3, 4

2. **Foster a robust control environment with guidance from Audit information:** 100% Operationalized – The Quality Assurance Improvement Manager developed an [Audit, Risk, Compliance & Ethics Program webpage](#) for access to a variety of resources, including our Management Response Review Spreadsheet, and two (2) Self-Assessment Tools to further efforts toward growing a stronger control environment across campus.

Management Response Review (MARS) Spreadsheet
The MARS Spreadsheet contains three (3) years' worth of audit findings, with a total of seventy-eight (78) management responses. This information allows us to monitor execution of Audit Management Responses to fulfill our commitment to excellence, as well as to learn from our recommendations and operationalize improved control processes.

The Self-Assessment Tools have been adapted to assist the campus in raising awareness around areas for improvement and encourage best practices. The Self-Assessment Tools include the following:

Enterprise Risk Management (ERM) Risk Assessment Tool
The ERM Risk Assessment Tool allows users to identify and assess potential risks and their impact. Users can also track control effectiveness and determine risk ratings for mitigation plans and procedures.

Internal Control Self-Assessment Tool
The Internal Control Self-Assessment Tool allows departments to assess their own control environment and compliance-related obligations.

Strategic Plan Goals: 4

3. **Develop and implement the Process Improvement Advisory Team (PIAT) Program**: 100% Operationalized – The Quality Assurance Improvement Manager facilitates biweekly (once every two weeks) PIAT meetings for stakeholders from around campus to review, discuss and assess opportunities for change and efficiency across a wide range of topics and areas on campus. These biweekly meetings are working meetings with action items and open discussion. Our top three (3) project themes include sustainability, procurement, and policy education and transparent communications.

We are also reviewing our Administrative Affairs Survey submissions to gather additional insight, and are currently documenting improvements made in the last twelve (12) months, as well as quantifying the results.

Visit our [Process Improvement Advisory Team (PIAT) webpage](#) for access to more information including meeting agendas.

Strategic Plan Goals: 1, 3, 4, 5, 5

Challenges

1. **Public Records**: In accordance with Wisconsin Public Records Law, the Records Custodian responds to all requests as soon as practicable and without delay.

   Given the scope of certain requests, some inquiries require more time to review and process. The majority of delayed processing times can be attributed to the need to review and redact information.

   Strategic Plan Goals: 4, 5

2. **Practice Directives and Procedures:** Practice Directives and Procedures are facilitated by the Quality Assurance Improvement Manager with input from pertinent subject matters experts. This collaboration encourages dialogue around the intricacies and best practices unique to each Practice Directive and Procedure topic. This approach may entail in-person meetings, UW System-level consultation, or continuous evaluation of language choice. Critical thinking around creative solutions to certain challenges necessitate a higher degree of time and energy to successfully finalize. As such, it can be challenging to deliver within consistent turn-around times.

   Strategic Plan Goals: 3, 4

3. **PIAT**: The main challenge with PIAT is demystifying and deconstructing these changes and efficiencies in a digestible manner. It is critical to capture the details around a given process improvement project, without discouraging stakeholders or creating uncertainty. At this time, other challenges include limited project capacity due to the restricted number of subject matter expert participation and availability.

   Strategic Plan Goals: 1, 3, 4, 5, 6

Campus Collaborations

The Vice Chancellor and Administrative Affairs staff serve on and support multiple work groups, committees, teams, and programs throughout the year. We would like to highlight three of these cross-functional groups.

Innovation Team

The most recent challenge the team has been working on is the capacity-building budget. With this funding the team seeks to provide resources for employers to create work environments that are more supportive of employees with disabilities, including self-assessments, training, and certifications. The program will deliver skills training for future and current employees with disabilities. The team is hosting a Forum on October 31st and November 1st of 2019, and will be launching their first general assessment tool.

Environmental Health and Safety Committee

The Vice Chancellor of Administrative Affairs established this committee, and the first meeting was held January 11, 2018. The individuals involved in the committee have been identified as people who provide environmental health and safety on campus. The committee meetings are held in person, as well as over the phone every two weeks. The meetings provide an opportunity for department heads and representatives to share life safety concerns and to develop and implement best practices across the campus. On March 15, 2019, the first Safety Forum was held to present topics, such as: Safety Student Course Projects, Radiation Safety Awareness, and the Safety Charter.

Transportation and Logistics

This group consists of representatives from Student Government, Faculty Senate, Academic Staff Assembly, University Staff Council, University Police, and Community members. There are five key areas of focus including: fleet operations, logistics, parking, transportation, and the future. This group works towards creating a friendly environment for commuters.

Numbers that Count

Budget			
	2018	**2019**	**# of Attendees**
Budget Manager Meetings	16	24*	29 per Meeting
*as of July 10th 2019			
Purchasing			
Standard Purchase Orders	338	397	17% Increase
Print Orders	133	52	61% Decrease
Blanket Orders	127	142	12% Increase
Copier Orders	46	79	72% Increase
Total	644	694	8% Increase

Campus Planning

At beginning of Fiscal Year 19, a new project intake process was implemented. 61 project requests were submitted via the new process, 17 of which were resubmittals from the previous process.
As of June 30, 2019, of these 61 project requests:

- 13 have been completed
- 14 were in implementation
- 3 were deferred or cancelled
- The average number of days to complete review and approval was 75.
- 10 of the project requests submitted were Life Safety/ Accessibility projects
  - 2 have been completed
  - 6 are being implemented
  - 2 are waiting approval/funding
- 31 requests were for Facility Improvement and Repair
- 8 requests were for Instructional Space Improvements (including those combine with Lab Mod requests)
  - One of these requests was for multiple classrooms in Heide, Winther, Upham and McGraw

By Division, the breakdown of the 61 projects is as follows: 38% were for Academic Affairs; 34% for Administrative Affairs; 11% for Athletics and Rec Sports and 8% were for Student Affairs. The remainder were <3% each for Enrollment and Retention, Student Diversity, Engagement and Success, University Advancement and ICIT.

During this same year, a total of 80 projects were completed, including those listed above, 2 of which were state projects. Currently in progress (implementation) are an additional 41 projects; of these projects, 12 are major state projects that will be completed in FY20 and 10 were generated by the new project intake process.

Facilities Planning and Management

- Each year, the grounds crew propagates between 350 flats and 400 flats of annual plants. Each spring, the grounds staff plants upwards of nearly 16,500 annual flowers for the beautification of campus.
- The Sustainability Office engaged 169 volunteers in 328 hours of work on the Campus Garden, Upham Greenhouse, Nature Preserve prairie seed collection, local stream monitoring, and other special events.
- The FP&M Transportation Staff coordinates travel for about 200 Nursing Home Visitation Program students each week during the academic year.
- Each working day during the school year, a custodian will clean 23,074 square feet of academic building space, which is equivalent to cleaning 10 average homes daily.

Financial Services

	FY 19 thru 6/13	Fiscal Year 2018	Percent Change
Accounting Services			
Entries to charge another department	131	134	2% Decrease
Entries to correct/move transactions	1,606	1,219	32% Increase
Travel Expenses paid to Employee	$1,654,610	$1,608,804	3% Increase
Count of Vendor Payments Processed	11,879	10,866	9% Increase

Financial Services ~ continued:

New Grants:

Federal	28	21	33% Increase
Private Grants	50	34	47%
Gifts	17	4	325%
Total	95	59	61% Increase

Student Payments

Electronic

Amount Paid to UW	$43,312,182	$46,031,874	3% Decrease
Payment Count	11,658	13,855	12% Decrease

Human Resources and Diversity

- Processed 28,283 transactions in the HRS system
- Processed over 2,967 change of status transactions
- Reduced the time to process rehires by 75% with the E-Rehire tool
- 125 students, faculty and staff participated in the first ever Wellness Wingo
- Processed over 310 new faculty/staff hires and almost 3,340 student hires and 410 non-student camp workers
- Assisted about 120 employees with Family and/or Medical Leave

Parking

	2018 Fiscal Year	2019 Fiscal Year	Percent Change
Parking Citations	10,475	13,756	31% Increase
Citation Appeals	461	570	24% Increase
Permits Issued	29,418	30,443	4% Increase
Free Permits Issued	11,522	10,106	12% Decrease

Police

	2018	2019	% Change
Alcohol Diversion Program, non-criminal intervention class			
Participants	**133**	**68**	49% Decrease
Completions	**112**	**50**	55% Decrease
Success Rate	**84%**	**74%**	10% Decrease
Marijuana Diversion Program, non-criminal intervention class			
Participants	**41**	**68**	49% Decrease
Completions	**112**	**50**	55% Decrease
Success Rate	**84%**	**74%**	10% Increase
*2019 implemented random Drug Screening process as part of the 120-day probationary period			
Programs and Trainings			
Programs, trainings and classes	**140**	**112**	20% Decrease
Individuals who participated	**14,000**	**13,500**	4% Decrease
Individuals certified in 1st Aid, CPR and AED usage1	**250**	**400**	60% Increase
Campus and Community Events			
Events assisted with	**88**	**73**	17% Decrease
Attendees at Events	**119,900**	**119,000**	0.75% Decrease

Risk Management			
Loss Costs*	2018	2019	Percent Change
Workers Compensation	$250,879	$629,472	151% Increase
Building Property Loss	$6,858	$28,016	309% Increase
Auto Loss	$0	$1,197	N/A
Liability Loss	$0	$7,953	N/A

*We compared the first three quarters of FY 2019 to the first three quarters of FY 2018 as we do not have final number for the last quarter of FY 2019.

❖ Workers compensation costs for 2019 were impacted significantly due to three large lost time claims and our three long term ongoing claims. Ice storms in February significantly raised our loss numbers as well

Work Related Injuries/Illnesses	2018	2019	% of Change
OSHA Recordable Cases	17	18	6% Increase

In Closing

We appreciate the opportunity to submit this Fiscal Year 2019 Annual Report for your review, and hope that you have found it helpful. For our team, this report provides a framework and roadmap for the coming years. We look forward to discussing our progress over the next fiscal year.

Grace Crickette

Vice Chancellor of Administrative Affairs