

**Administrative Unit Name: Student Life**

Please complete this Word document and the accompanying [Excel workbook](#), and submit them to the Office of Planning & Budgeting on or before **Friday, November 20**. Please email your materials to [Becka Johnson Poppe](#).

1. In spring 2015, Provost Baldasty initiated the Transforming Administration Program (TAP), which encompasses all central administrative units and focuses on fulfilling the need for greater collaboration, clear priorities, increased accountabilities, and elimination of unnecessary bureaucracy and redundancies.

Within a **500 word bulleted list**, please answer both of the following questions:

- **List 3-5 things your unit is doing to align with the [TAP principles for central administrative units](#) and to create and enhance a culture of service. Please be specific.**
  - **In what ways (if any) could your unit leverage activities of other central administrative units to increase efficiency within your unit and/or to streamline activities across the UW? Are there areas of overlap between your unit and another that prompt closer collaboration?**
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• **TAP Principle: Engaging People**

Several of our units have engaged in initiatives to foster active and meaningful involvement of staff and key stakeholders including:

- UW Police, in collaboration with Transportation Services, implemented the Love Your Stuff Crime Prevention Campaign standardizing branding for all property crime prevention efforts.
- The Q Center provides education designed to radically reduce prejudice and discrimination on the basis of sexual orientation, gender identity and gender expression and create a safe and affirming campus for both students and staff via the Safe Zone Project.
- The Career Center developed pilot programming in partnership with the College of Arts and Sciences to advance A&S students' career readiness.
- Housing & Food Services utilizes a cross-functional team model for tackling significant projects, process improvements and addressing problems or shortcomings. Forty cross-functional teams have been formed under the model, increasing the level of communication and understanding of roles across HFS.

• **TAP Principle: Realize Efficiency and Effectiveness**

Several of our units have engaged in initiatives which work across central administrative units to realize efficiency and effectiveness including:

- Disability Resources reorganized Coordinators' assignments to connect directly with academic colleges, generating a more collaborative relationship with faculty, and in turn providing enhanced service to both faculty and students.
  - Housing & Food Services and Community Standards have implemented a common information management system for student conduct and compliance.
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- UW Police engage Building Coordinators across campus via hosted meetings and events to discuss collaborative approaches to resolving crime and quality of life issues and to share strategies and best practices.
- Ceremonies partnered with UW departments and schools/colleges to build a customized web form which provides a centralized experience for graduation-related purchases.
- The HUB redesigned the online application for Use of University Facilities and UW Alcohol Service Request Forms to improve user input and increase collaboration between Administrative and Academic units.
- **TAP Principle: Deliver Value**  
Several of our units have engaged in initiatives to deliver quality services to students, including:
  - The Counseling Center conducts biennial surveys of students utilizing their services, resulting in improvements to the waiting room environment and more user-friendly intake forms.
  - Fraternity and Sorority Life partnered with the College of Education's Higher Education program to develop internships for student leaders.
  - The Career Center launched the Employer-Led Workshop Series and facilitated 60% more workshops serving international students in 2014-15.
  - Health & Wellness partners with UAA's First Year Programs to address the needs of students transitioning to college and enhance their first year experience.
  - Rec Sports is exploring partnering with Hall Health and the Center for Child & Family Well-Being (Psychology Department) on the Mindfulness Project, to better coordinate similar offerings and collaboratively contribute to the goal of promoting students' mental and emotional wellness.
- **Leveraging Activities**  
We leverage activities with our primary partners in UAA and OMAD. We are working on better partnering with FIUTS, OGA, and others in order to create a more streamlined experience for our international students.

2. In 200 words or fewer, please **identify plans to adapt functions and services to support changing institutional needs in FY17.**

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Student Life has implemented numerous approaches designed to adapt to changes in the institution. Among these approaches are new assessment tools to accurately identify changing student needs and experiences. For example, Student Life is funding a new assessment (National Collegiate Health Assessment) on campus related to student health behavior. We are partnering with Hall Health and plan to adapt our programs and services based on feedback from this survey. Additionally, the division has launched a new initiative (which will be fully implemented in 2016-17) to address the international student experience as it relates to interactions with our domestic students. Further, we are piloting changes in our student assistant hiring to ensure we are more aligned with the university's desire to create more internship opportunities for our students. Beyond this, the division is spearheading a cross-divisional effort related to retention & graduation rates on campus. We are specifically addressing gaps in UW's efforts regarding first generation and recently reenrolled students.

3. **Please identify any significant obstacle(s) or challenge(s)** that your unit faces other than resource constraints. **Please plan to discuss these with the Provost.** If applicable, please summarize any operational risks that, from your perspective, the UW must work to mitigate over time.

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Cross-functional overlap between units within the Division is a significant internal challenge.

The operational risks that, from Student Life's perspective, the UW must work to mitigate over time are:

- Emergency planning and response:  
Overlap between the UW Police Department, Environmental Health and Safety, Safe Campus, and Emergency Management.
- Disability accommodations:  
May be creating an undue burden for students with disabilities having to interface with two offices based on their dual matriculation and employment status at the UW. Additional potential concerns include, but are not limited to: timeliness in response to receiving services, streamlined procedures for both students and faculty navigating two departments, and consistency in ensuring effective accommodations are being implemented.
- The decentralized approach to the international student experience:  
The UW currently has no single office providing programmatic support for all international students. These students have reported lower satisfaction rates and greater adjustment issues. Additionally, they are overrepresented in our academic misconduct process and often need specialized assistance with distant family issues.

4. Though the Provost will soon be laying out requirements for FY17 merit increases, administrative units should begin to plan for a merit allocation equivalent to 90-95 percent of GOF/DOF merit pool. In other words, units should plan to receive less funding than may be necessary for a full merit increase, on average, for all GOF- and DOF-funded positions. **Please tell us how your unit plans to deploy funds for merit increases in FY17.**
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The Division of Student Life will develop a centralized plan of resource allocation to cover merit increase funding for units without self-sustaining funds. Self-sustaining units have always developed their own merit increase funding plans, and will continue to do so.

5. As you may recall, in the summer of 2014, the UW was the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. The audit reinforced the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon.

As such, **we ask that you update the carryover usage plan you submitted as part of last year's budget development process.** To do so, please **fill out the "Carryover Worksheet - Detail" tab** of the "FY17 Administrative Budget Worksheets & References" [Excel workbook](#) using:

- **The carryover plan you submitted last year, as a starting point, modified as needed.** If you need a copy of the plan you submitted last year, please email [Amy Floit](#) or [Becka Johnson Poppe](#).
- **New reserve figures**, as provided in the "Reserve Figures" tab of the aforementioned spreadsheet.
- **New carryover totals**, as provided in the "Carryover into FY16" tab of the aforementioned spreadsheet.

In the space below, please describe and explain any major change(s) to your carryover usage plan.

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We do not expect any major changes to our carryover usage plan. Similar to last year, all carryover will be within our 10% Reserve.

Please refer to the MS Excel document in the submitted materials titled "Student Life FY17-Administrative\_Budget\_Worksheets\_&\_References".

6. The Provost will be making the decision to deploy *permanent* Provost Reinvestment Funds **primarily, if not exclusively, to cover for compensation increases. The only possible exceptions for permanent funds will be for critical compliance issues.** However, requests for temporary funds will only be entertained in areas of high institutional priority and in consultation with faculty, staff and students.

If you have a Provost Reinvestment Fund request that fits within these strict parameters, please describe it using the framework below.

| Title   | Funding   | FY   | P/T  | Years Needed |
|---|-----------|------|------|--------------|
| UW Police Department – to address critical compliance issues in 911 dispatch and civilian evidence/property management.   | \$322,000 | FY17 | Perm |              |
| <p>The UW Police Department has four permanently employed staff members in critical compliance positions supported by temporary funding sources. We are requesting permanent funding for these positions, including three Dispatch Officers handling 911 public safety calls. Last year, UWPD’s Dispatch Officers handled a 16 percent increase in 911 calls and this growth in call processing is expected to continue in the future. The goal is to staff the communications center 24-7 with two Dispatch Officers at all times to support officer safety and provide fast service to the UW community. Additionally, the permanent funding will support a Civilian Evidence/Property Manager, whose position is charged with ensuring UWPD’s property storage facilities meet compliance standards.</p> |           |      |      |              |

| Title   | Funding   | FY   | P/T  | Years Needed |
|---|-----------|------|------|--------------|
| Disability Resources for Students – to address critical compliance issues in providing accommodation to students with disabilities.   | \$210,000 | FY17 | Perm |              |
| <p>DRS grew 24% over the 2011-2013 biennium. The department largely addressed this growth by becoming more efficient and effective in the delivery of services. Improvements included adoption of an online case management system, reassignment of Coordinators to specific academic departments, and the hiring of a professional staff member to oversee the Classroom Services Program (includes the Testing Center). Since 2013 DRS has grown another 16% and is anticipating an 11% increase in 2015-2016. This growth holds significant implications for questions of compliance. Such questions, based on recent OCR settlements and rulings, include: wait time for students to receive services, ability to facilitate effective accommodations, timeliness in responding to accommodation issues/concerns once approved, and ability to provide effective training and support to faculty and academic staff in the accommodation process. It is important to note that approving accommodations is only a first step in the interactive process with a student. Ensuring effective implementation and addressing problems as they arise, as well as working closely with faculty to facilitate full access for the student while preserving the integrity of the academic course are critical aspects of a fully compliant program.</p> |           |      |      |              |

| Title   | Funding   | FY   | P/T  | Years Needed |
|---|-----------|------|------|--------------|
| To address the graduation and convocation shortfall.  | \$446,000 | FY17 | Temp |              |
| <p>UW Commencement and Freshman Convocation are managed by the Office of Ceremonies within Student Life. These ceremonies are provided for the benefit of the entire University – its faculty, staff, administration and all of its schools and colleges – and are among the largest and most important public events annually. While some financial support is provided through state funding and self-sustaining revenue, it is not enough to cover all of the costs incurred to produce these events.</p> <p>Additionally, costs are expected to continue their historical trend upward due to both normal inflation and the increasing number of students and guests served. From 2011 to 2015 the number of students and guests participating in Commencement increased by 19%. An additional 4% increase in students and guests served is expected during 2016 - 2017. Although additional revenue can be generated from increased participation rates at Commencement, it will not completely mitigate the cost effect.</p> <p>To address the shortfall, we are requesting an annual allocation out of the pool of University-wide carryover funds retained centrally.</p> |           |      |      |              |

| Title   | Funding  | FY   | P/T  | Years Needed |
|---|----------|------|------|--------------|
| Student Graduation and Retention Initiative   | \$95,000 | FY17 | Temp | 3            |
| <p>The goal of the Student Graduation and Retention Initiative is to identify and resolve issues that relate to baccalaureate completion at the University of Washington’s Seattle campus.</p> <p>The funding requested will support salary and benefits for one FTE Manager of Student Success, estimated at \$90,000/year, and operating expenses of \$5,000/year.</p> <p>To meet the goal of the Student Graduation and Retention Initiative, the Manager of Student Success will focus on the following activities:</p> <ul style="list-style-type: none"> <li>• In conjunction with the Retention &amp; Graduation Taskforce, develop intervention plans for at-risk students.</li> <li>• Assess, catalog, and consult on retention efforts campus-wide and coordinate intervention, including the implementation of pilot retention projects.</li> <li>• Coordinate with the Office of Educational Assessment to further analyze graduation rates and trends.</li> <li>• Benchmark UW’s retention efforts and policies with peer and aspirational institutions to determine if structural or administrative barriers exist to student progress.</li> <li>• Identify opportunities for future interventions in support of retention and graduation.</li> </ul> |          |      |      |              |

## Administrative Unit Carryover Usage Plan DETAIL

Please use this template to update the carryover usage plan you submitted last year. If you need a copy of your plan from last year, please email Amy Floit (afloit@uw.edu) or Becca Johnson Poppe (jbecka@uw.edu). New reserve figures are provided in the "Reserve Figures" tab; new carryover totals are provided in the "Carryover into FY16" tab.

|   |                     |
|---|---------------------|
| <b>Administrative Unit Name:</b>          | <b>Student Life</b> |
| <b>Carryover Balance going into FY16:</b> | <b>\$ 724,294</b>   |

| Usage Categories and Descriptions | Committed Year(s) | # of Years | Annual \$ Amount | Totals |
|-----------------------------------|-------------------|------------|------------------|--------|
|-----------------------------------|-------------------|------------|------------------|--------|

|                              |      |   |              |                     |
|------------------------------|------|---|--------------|---------------------|
| <b>Unit's Reserve (10%)</b>  |      |   |              |                     |
|                              | FY17 | 1 | \$ 1,284,100 | <b>\$ 1,284,100</b> |
| <b>Total Unit's Reserve:</b> |      |   |              | <b>\$ 1,284,100</b> |

| Central Commitments               | e.g. FY17, FY18 | e.g. 2 |      |             |
|-----------------------------------|-----------------|--------|------|-------------|
| 1. (description)                  |                 |        | \$ - | \$ -        |
| 2. (description)                  |                 |        | \$ - | \$ -        |
| 3. (description)                  |                 |        | \$ - | \$ -        |
| 4. (description)                  |                 |        | \$ - | \$ -        |
| 5. (description)                  |                 |        | \$ - | \$ -        |
| <i>Add more lines as needed</i>   |                 |        | \$ - | \$ -        |
| <b>Total Central Commitments:</b> |                 |        |      | <b>\$ -</b> |

| "Spending Plan" Permanent Costs & Other Projects             | e.g. FY17, FY18 | e.g. 2 |      |             |
|--|-----------------|--------|------|-------------|
| <b>A. Permanent expenditures funded with temporary funds</b> |                 |        |      |             |
| 1. (description)   |                 |        | \$ - | \$ -        |
| 2. (description)   |                 |        | \$ - | \$ -        |
| <b>B. Possible multi-year commitments</b>                    |                 |        |      |             |
| 1. (description)   |                 |        | \$ - | \$ -        |
| 2. (description)   |                 |        | \$ - | \$ -        |
| <b>C. Immediate, current year use</b>                        |                 |        |      |             |
| 1. (description)   |                 |        | \$ - | \$ -        |
| 2. (description)   |                 |        | \$ - | \$ -        |
| <i>Add more lines as needed</i>                              |                 |        |      |             |
| <b>Total Permanent Costs &amp; Other Projects:</b>           |                 |        |      | <b>\$ -</b> |

|                                   |                     |
|-----------------------------------|---------------------|
| <b>TOTAL CARRYOVER USAGE PLAN</b> | <b>\$ 1,284,100</b> |
|-----------------------------------|---------------------|