

**Administrative Unit Name: Undergraduate Academic Affairs**

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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We are engaged in several concrete initiatives that support the advancement of the Transforming Administration Program this year:

1. We are making significant strides toward *making our programs, services, and processes better meet the needs of our customers and stakeholders* by bringing our long-standing community engagement work to the broader University community. Last year we conducted an extensive assessment project to document the hundreds of partnerships developed through our service learning programs. This year we are extending this work in order to make a contribution to the University's development of a broader community engagement strategy. For example, we have generated material for external relations and advancement colleagues, enabling them to present more incisive narratives about the UW's "public as philosophy." For further example, the SABP's Community Engagement Steering Committee is charting a course for using the database we constructed in our assessment project last year as a backbone for a University-wide system.
2. We are *aligning and prioritizing our programs and services with UW Strategy* by circulating information and continuous updates regarding the University's Sustainable Academic Business Plan and its constituent councils and committees. Although highly visible among the University's senior leadership and the individual staff and faculty who are called upon to participate in the agenda-setting and advancement of this strategic framework, it is less so to the much larger number of individuals not directly involved. We are redoubling our efforts this year to create inclusive venues (e.g., multiple all-staff meetings and an intranet, both of which being new exercises and platforms) for educating staff throughout UAA about the genesis and significance of this initiative's goals, objectives, and outcomes. In so doing our aim is to infuse 2y2d/SABP principles and approaches into the strategic frameworks of UAA's sub-units.
3. We are being intentional about *supporting honest, open communication and respectful conflict resolution and recognizing and celebrating success and failure* through a commitment to examining our hiring processes unit-wide and developing an action plan for what we are calling "interrupting bias" in recruitment, selection, and onboarding of new colleagues. First and foremost, we view this as a moral imperative and we are absolutely dedicated to operationalizing a set of core principles to inform more equitable and just hiring practices. We also view this as connected to administrative transformation in that we are being purposeful about learning from others' experiences with this around campus for the sake of efficiency and effectiveness. Further, we will seek to

share our work with others who might benefit from adopting or adapting the models that we develop for ourselves.

4. Through the Husky Leadership Initiative (HLI) we are *fostering active and meaningful involvement of staff and key stakeholders at all levels of the University and from a variety of roles* by recruiting and building a network among faculty and staff serving as mentors for students earning a Husky Leadership Certificate. The constellation of mentors for this year's iteration of the program is representative of nearly every central administrative unit and every college/school. These individuals not only serve as mentors but also contribute to HLI's evaluation and future planning, making HLI a true University-wide program. This is a transformation of administrative practice because it unifies in large measure what would otherwise be many decentralized (and in some cases, surely duplicative) programs and initiatives focused on student leadership development.

Regarding critical areas of overlap or needs for streamlining with other central administrative units, we view these as challenges present in our everyday work and strive to identify and tend to them collaboratively with our campus partners.

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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Our plans for addressing two particular emerging institutional needs are worth noting:

1. *In recognition of the University's increasingly systematic approach to creating more robust information streams in support of student learning assessment and institutional accreditation*, we are continuing to pursue our goal of leveraging the Student Experience in the Research University (SERU) survey for local purposes. By that we mean a focus on providing academic departments and central units with the SERU data and developing partnerships with them so that they can conduct their own analyses that they can integrate with their respective strategic planning processes.
2. *To address the salient challenge of increasing students' time to degree and persistence rates*, we are entering into a strategic partnership with UW-IT and Institutional Analysis in order to integrate information technologies in our support of undergraduates' academic planning in general and their experiences with academic advising services in particular. Our receipt of an Integrated Planning and Advising Services (iPASS) grant from EDUCAUSE is crystallizing this collaboration that has been in development for several years. Through the iPASS grant we have plans to bring academic advisers to the table in a systematic way through a project that focuses on increasing retention and graduation rates of College Bound 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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It is an honor that several UAA staff members have been called upon to contribute to the facilitation of the Race and Equity Initiative. As a central administrative unit that stands in service to the University as a whole, we also view it as a responsibility to be thoughtful partners as this work carries forward. Toward that end, and with an eye toward operational risks that may need mitigation, now is a critical time to begin a discussion among central units to ensure that the clarity and collective understanding of the Initiative is maintained.

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 plan for funding merit increases for FY17 depends on the amount of ABB and True-Up funding UAA will receive effective July 1, 2016. We are currently providing temporary funds for 4 permanent staff members on an annual basis [Experiential Learning (2), Office of Educational Assessment (1), and the Dream Project (1)] in addition to hourly staff funding in Experiential Learning for the current biennium (~\$29,000). We expect this trend to continue in the future. If sufficient funding is available from ABB/True-Up, the Dean's Office intends to fund merit increases for the permanent GOF/DOF positions in the units that report to UAA in addition to the current funding provided for permanent positions. This may have an impact on the funding we can provide for other initiatives and collaborative efforts throughout campus. If sufficient funding is not available, the cost of merit increases will need to be passed on to the units. The impact to the units will inevitably lead to a reduction in services and/or staff.

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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No changes from carryover usage plan submitted last year.

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.

<b>Title</b>	<b>Funding</b>	<b>FY</b>	<b>P/T</b>	<b>Years Needed (If Temp)</b>
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<u>Title</u>	<u>Funding</u>	<u>P/T</u>	<u>Time Period</u>
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<i>Husky Experience Learning Assessment</i>	\$125,000	<i>Temp</i>	<i>FY17</i>
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The Husky Experience initiative has been integral to the framing of student engagement endeavors over the past few years and its reach continues to grow in significant and impressive ways throughout the University. Along the way a collaborative understanding of how the Husky Experience framework can be effectively leveraged to enhance and guide the work that shapes the student experience. In our estimation, we are at a point where we can begin to ask questions about its impact on student learning. In that vein we are requesting a temporary investment of \$125,000 in FY2017 to fund an assessment project focused on learning outcomes associated with (co-)curricular programs in which the Husky Experience is integral, e.g., leadership development (focus: HLI), career readiness (focus: internship initiatives), cultural understanding (focus: diversity requirement), community engagement (focus: service learning). We believe that this project, modeled after prior learning assessments such as the UW Study of Undergraduate Learning (UW SOUL), would help to propel the Husky Experience initiative for the next decade and advance student learning throughout the University.

## 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 Becka 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>Undergraduate Academic Affairs</b>
<b>Carryover Balance going into FY16:</b>	<b>\$ 600,599</b>

Usage Categories and Descriptions	Committed Year(s)	# of Years	Annual \$ Amount	Totals
<b>Unit's Reserve (10%)</b>				
	FY17	1	\$ -	\$ 707,244
<b>Total Unit's Reserve:</b>				<b>\$ 707,244</b>

NOTE: above figure does not reflect permanent funding transferred in October (after report was run). Amount should be \$725,897 based on current permanent funding in GOF/DOF budgets.

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>\$ 707,244</b>
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Previous "Administrative Unit Carryover Usage Plan DETAIL" report indicated spending plan for the current year (listed as FY15 on the report to be spent during the 2014-2015 year). Projected expenditures spent as noted on report during FY15 with some variation within the categories listed. Allowable carryover from 2013-2015 was \$658,556. Actual amount carried forward into the 2015-2017 biennium was \$600,599.