



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: Academic & Student Affairs

Programmatic & Academic Vitality Narratives

1. Have you made any changes to your unit's annual budget development process from the response provided last year? If yes, please briefly describe the changes you've made to your unit's annual internal budget development process. If no, please answer with a simple, "no changes." *Word Limit: 500*

No Changes.

<OPB insert FY 20 response below>

Academic and Student Affairs undergoes a yearly review of historical budget trends, strategic plans, and current staffing levels, and the vice provost/Executive Office Finance Director review quarterly budget/spending status reports. Resources required to maintain current services are identified first, then remaining resources are allocated to support key strategic initiatives.

Leadership in the EM Division makes the budget development and prioritization processes as collaborative and transparent as possible. The Associate Vice Provost for Enrollment (AVP) requires all directors within the division to not only understand priorities and needs within all the units, but also to exercise common responsibility in assessing and supporting shared priorities. In view of this leadership expectation, the AVP asks each of the unit directors (Financial Aid, Registrar, EIS, ISS, Admissions, Finance and Administration, and Veterans Benefits) to identify and prioritize areas of focus and/or initiatives in their units.

Each director then shares details, contexts, and reasons for their recommended budget priority areas with the AVP and the other directors in order to facilitate common assessment and prioritization. During this process, the AVP discusses rising prioritized areas and initiatives with the Vice Provost for Academic and Student Affairs. All of these conversations occur within the overarching EM Strategic Plan, goals, and initiatives.

Finally, the fiscal vitality of self-sustaining services are evaluated on a yearly basis with cost models verified by the Executive Office Finance & Administrative team.

2. Have you made any changes to your unit's strategic plan in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan. *Word Limit: 500*

There have been no major changes to ASA's strategic plans. Highlights of progress made to date include:

- Modernization of critical business processes in undergraduate admissions (e.g., selection tools) and financial aid (e.g., packaging, Web525 interface).
- Continued expansion of evidenced based teaching program to promote the adoption of evidenced-based best practices in instruction. Over 200 faculty have participated in evidenced-based programs to date.
- Sustained growth of the Privacy Office, including the adoption of a new data privacy and processing language for use in procurement, GDPR compliance tools for researchers, and broader efforts in establishing privacy best practices across campus (although there is still much to do).
- Classroom renovation work has continued through the implantation of the technology refresh program (in year 6) as well as through minor and major capital project work. This includes finishing the first floor of Lowe Hall, Bagley 154, and ongoing work in Bagley and Smith Halls.

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3. What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer “no changes”: *Word Limit: 250*
- Strategic enrollment management initiatives have key dependencies on faculty, executive leadership, and UW IT work and prioritization. While we foresee challenges, we do not detect barriers at this time.
 - Modernization efforts in enrollment management rely on temporary carry over funding. Once temporary funds are depleted, the lack of funding for ongoing development and implementation will negatively affect both the impact and sustainability of these modernization efforts.
 - Retaining key staff and recruitment of talent remains an issue given the competitive job marketplace in our area.
 - Incorporation of general-assignment classroom needs into central space planning remains a challenge, but progress is being made.
4. Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit/campus and/or another unit/campus? *Word Limit: 500*
- All strategic enrollment management initiatives will or could affect UW student experience in significantly positive ways. In particular, better matching of student demand for majors with institutional capacity would serve to decrease the number of students leaving the UW to pursue academic opportunities elsewhere. Lack of academic opportunities is the primary reason students leave the UW.
 - Modernization efforts throughout ASA are intended to improve the student experience. For example, we are exploring the implementation of the Common Application now that key functional barriers are no longer present.
 - The upcoming NWCCU accreditation process may impact student experience, especially with regards to changes in standards for general education.
5. What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses? *Word Limit: 500*
- A primary strategic goal in enrollment management is to “Build and Resource and Effective EM Organization Structure.” We continue to assess the effects of this substantial reorganization, and we are doing so with the support of ASA.
 - We have consolidated a few IT services within ASA, including desktop management and managed server support. This will result in cost savings. In addition, we are currently exploring web services and communications as another area for consolidation.
 - This past year we performed a significant redesign on the Office of the University Registrar and services delivered by this unit. Implementation of this redesign will result in shifting staff to more business critical services and student-facing services.
6. For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts? *Word Limit: 500, Leave blank if N/A*



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- Enrollment Management has prioritized technology-enabled modernization efforts in Financial Aid, Registrar, Admissions, and ISS to replace manual processes with automation and digital solutions to improve the student experience.
- ASA as a whole is engaged with faculty and other administrative units in supporting curricular innovation designed to improve student learning outcomes.
- Classroom and instructional technology support offered by ASA continue to be key contributions to the student academic experience.
- Faculty instructional development programming offered by the Center for Teaching and Learning in ASA continues to be a key contribution to the student academic experience.