Office of Academic Affairs Administrative Activities Review (AAR) Guidelines / Due by August 6, 2018

The review is an opportunity for your unit to reflect on its mission, the services you provide, your strengths and challenges, and your future plans. It will be used to inform decisions about resource allocations across the campus. This document should be used as a guideline and you should address only the sections that are applicable to your unit.

I. **Basic Facts and Description of the Unit.**
   a. **Mission and goals.** Describe your unit's mission/role on campus and its near-term/long-term goals. The Office of Academic Affairs (OAA), under the leadership of the Senior Vice President and Provost, supports the academic, research and service goals of the University. OAA works with administrators, faculty and staff to strengthen academics across campus and increase student success.
   b. **Services.** Describe the primary services provided by your unit, organizing them into major categories. Indicate how your unit prioritizes its services in terms of importance or effort. Describe the relative magnitude of the major categories (e.g., by department workload, students or customers served, revenue generated, etc.).

   Accreditation
       Critical Partners
           Higher Learning Commission
           Various Program Accreditors
           Colleges
       Customers or end-users
           ODHE
           Federal Government
           Colleges
           Students
           Employers
       Key performance analysis
           Higher Learning Commission Reports
           Colleges' Accreditation
       Brief Assessment
           Facilitates Shared Governance and improved practices

Collective Bargaining
- Critical Partners
  - AAUP
  - Colleges/Departments
  - Human Resources
- Customers or end-users
  - Faculty
  - Administration
- Key performance analysis
  - Collective Bargaining Agreement
  - Contract/HR deadline adherence
- Brief Assessment
  - Collaborative effort, shared governance

Faculty Hiring
- Critical Partners
  - Colleges, Departments, Faculty
  - Human Resources
- Customers or end-users
  - College, Departments, Faculty, Students
- Key performance analysis
  - Staffing table/numbers
- Brief Assessment
  - Qualified faculty, HLC compliant, fiscally responsible staffing focused on shared priorities

Curriculum
- Critical Partners
  - Colleges, Faculty
  - Registrar
  - ODHE
- Customers or end-users
  - Students
  - Registrar
- Key performance analysis
  - APR
- Brief Assessment
  - New Curriculum System to be implemented

Student Issues
- Critical Partners

        Colleges

        Division of Student Success

        Admissions

        Student of Judicial Affairs

        UA Police Department

        Office of General Counsel

    Customers or end-users

        Students

    Key performance analysis

        Number of students assisted

    Brief Assessment

        Collaboration with colleges/ Financial Aid/Bursar Office, Student Judicial Affairs, UA Police Department, Office of General Counsel, ZipAssist/CARE Team, Admissions, Registrar

Commencement

    Critical Partners

        Colleges

        Students

        Student Families

    Customers or end users

        Students

        Colleges/Registrar

    Key performances analysis

        Positive comments from students/faculty/administration

- For each primary service, describe the following:
  - **Critical partners.** List your key partnerships with other units inside and outside of the University. Note if there is overlap or duplication of services with other units at UA.
  - **Customers or end-users of your services.** List your customers (e.g., departments, divisions, organizations/groups inside and outside of UA, etc.) or types of students served and include some indication of the relative volume of service provided to each.
  - **Key performance analysis.** Present the most important metrics (in charts, tables, etc.) you track to measure performance. Provide the most recent three-to-five years of results, targets, and comparisons to peer institutions, as available. For every metric, provide the corresponding analysis, including a comment on important trends,

conclusions, or insights drawn from the data.

- **Brief assessment.** Highlight (in a couple of sentences) any noteworthy strengths, challenges, or opportunities.

c. **Resources.** Describe your resources as outlined below. Highlight (in a couple of sentences) any noteworthy strengths, challenges, or opportunities related to your resource allocation.

- **Personnel.** Include an organizational chart of your unit, supplemented with a table that includes titles, a short description of the key functions of each position-type, and the number of people in each position-type (including number of FTEs, if applicable). (The appendix should include an org chart showing how your unit fits into the larger University structure.)
- **Financials.** Provide a line-item summary of the unit's budgeted and actual expenses (and revenues, if applicable) over the past five years. Briefly explain key takeaways (e.g., causes of budget deficits, trends in expenditures).

Office of Academic Affairs Financial Information FY14-FY18

The following data, provided by the Office of Resource and Analysis, for the Office of Academic Affairs is not only for "OAA" but includes the areas that currently or within the five year period reported to "OAA" which includes: EXL Center, Human Resources, International Recruitment & Admissions, Admissions & Enrollment Management, Student Financial Aid, Institutional Research, Office of Academic Affairs, Institute for Teaching & Learning, Military Science, Cummins Center of History of Psychology, Military Services.

Budgets included in the "other" category are: Confucius Institute, Developmental Programs, MCUC Center, Lakewood Center, IDC, Course Fees, Revenue Sharing, Dean Search, Cost Share-OBR, Unallocated Salary allocations.

The data includes compensation, fringes, and operating costs. Note: as of the date this information was compiled 7/10-18, fringes have not yet been adjusted ($182,000). Work study, part-time faculty and summer faculty also have not been adjusted. We all have experienced reductions in our budgets and personnel university-wide over the past five years.

OAA has remained within budget by:

➢ Implementing adjustments to spending based on decreased budget allocations:
  - Elimination of all memberships that are not high priority university memberships
  - Travel and hospitality has been reduced by 75%

➢ We have continued to provide minimal support for special projects within OAA and the colleges.
  - Funding of Gen. Ed & Assessment Initiatives
  - Funding of Institute for Teaching & Learning
  - IDC is being used for NCERCAMP

Office of Academic Affairs	Year	Adjusted Budget	Total Expense	Remaining Budget
EXL Center	2016	439,166	369,449	69,717
	2017	373,494	309,562	63,931
	2018	482,184	467,567	14,617
		1,294,844	1,146,578	148,265
Human Resources	2014	2,699,964	2,462,870	237,094
	2015	2,715,864	2,450,949	264,916
	2016	2,458,606	2,161,246	297,360
	2017	1,956,603	1,889,973	66,630
	2018	1,771,130	1,691,006	80,124
		11,602,168	10,656,044	946,124
OAA	2014	3,968,798	3,265,952	702,847
	2015	3,135,147	2,598,969	536,178
	2016	1,695,146	1,169,563	525,583
	2017	1,391,454	1,111,344	280,111
	2018	1,502,777	1,411,364	91,413
OAA-Admissions/Scholarships/Enrollment Management	2014	26,401,495	26,429,461	(27,966)
	2015	28,755,764	28,746,877	8,887
	2016	31,632,275	31,286,039	346,235
	2017	34,279,734	34,226,941	52,793
	2018	36,322,391	40,764,460	(4,442,069)
OAA-AHAP Cummins Ctr	2014	389,713	352,626	37,086
	2015	485,752	403,063	82,689
	2016	509,910	377,439	132,471
	2017	534,234	486,554	47,680
	2018	489,893	488,713	1,180

	Year	Adjusted Budget	Total Expense	Remaining Budget
OAA-Institutional Research	2014	375,960	375,860	100
	2015	506,543	506,542	2
	2016	405,439	392,667	12,772
	2017	346,487	327,771	18,716
	2018	320,052	310,395	9,657
OAA-International Center	2014	505,433	503,501	1,933
	2015	524,726	422,982	101,743
	2016	366,520	299,469	67,050
	2017	289,435	257,794	31,640
	2018	1,276,424	1,115,803	160,621
OAA-ITL	2014	115,518	115,518	0
	2015	154,204	123,601	30,603
	2016	207,139	207,139	0
	2017	0	0	0
	2018	10,422	6,887	3,534
OAA-Military Services	2016	179,491	160,175	19,316
	2017	213,669	205,171	8,498
	2018	244,103	251,407	(7,304)
OAA-Military Science	2014	38,231	38,231	0
	2015	50,378	48,800	1,578
	2016	37,886	36,131	1,755
	2017	54,769	52,261	2,507
	2018	87,044	72,130	14,915
OAA-President Proenza	2015	419,560	419,560	(0)
	2016	336,292	334,283	2,009
	2017	501,778	498,191	3,587
	2018	434,650	429,650	5,000
OAA-Other	2014	4,514,964	2,821,719	1,693,245
	2015	4,650,157	2,643,533	2,006,624
	2016	4,231,935	2,188,158	2,043,777
	2017	2,981,595	2,359,499	622,096
	2018	2,696,076	2,221,961	474,115
		198,571,363	192,866,154	5,705,209

- **Equipment and technology.** If applicable, describe the equipment and technology critical to your unit's operations. Standard office equipment, UA system accesses.

- **Space.** If relevant to your unit's operations, describe your unit's location(s) and space allocation. Buchtel Hall, suite 102. Administrative Services Building, office 160P.

II. **Future Plans.** This section should provide insight into the future of your unit, based on your mission and goals, opportunities you intend to pursue, and/or emerging trends that will likely impact your operations.

 a. **Potential changes.** Are there specific ways you are planning for your unit to evolve (e.g., new/discontinuation of services, changes in strategies for how you operate) in the next 3-5 years? If so, what are you planning? Why do you believe these changes will be necessary?

 No changes are anticipated at the present time.

 b. **Trends.** As you think about factors external to your unit (at UA, in your field/industry, or nationally/globally), are there emerging trends that will significantly impact your unit (and are not addressed above)? How do you plan to respond?

 The Office of Academic Affairs has continued to experience increasing levels of reporting requirements and action items from the Ohio Department of Higher Education, University Council, and Faculty Senate. It is unclear whether these trends will persist or not.