

A Guide to University Department Operations

Knowledge about certain practices and standards can be helpful to new directors and staff for any unit within the University. To aid in the development of this knowledge, the Division of Administration & Finance has developed the following guide.

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Mission, Planning, & Resources

University Mission, Vision, & Values

Central to everything we do here at UWL is the University's mission. The full-text of our mission statement is as follows:

The University of Wisconsin-La Crosse provides a challenging, dynamic, and diverse learning environment in which the entire university community is fully engaged in supporting student success. Grounded in the liberal arts, UWL fosters curiosity and life-long learning through collaboration, innovation, and the discovery and dissemination of new knowledge. Acknowledging and respecting the contributions of all, UWL is a regional academic and cultural center that prepares students to take their place in a constantly changing world community. The university offers undergraduate programs and degrees in the arts and humanities, health and sciences, education, and business administration. The university offers graduate programs related to areas of emphasis and strength within the institution, including business administration, education, health, the sciences, and the social sciences.

Complementing the mission statement is the UWL vision statement, values, UW System mission statement, and the UWL core values, all of which can be found here.

Mission & Vision Statements

Complementing the University Mission & Vision Statements, each unit should maintain a current mission and vision statement that is readily viewable through their web site.

Strategic Plans

Each unit should understand the <u>University's strategic plan</u> and their role within it to help ensure that our strategy is effectively carried out. The University's strategic plan will help guide us into the future as circumstances and conditions change. Having a good strategic plan will better allow the University to adapt and evolve as we continue to provide the world-class academic experience UWL has become known for.

Organizational Design

The University is structured into five divisions that report to Chancellor Joe Gow (see <u>University organization chart</u>). Academic Affairs reports to the Chancellor through the Provost and Vice Chancellor for Academic Affairs (see <u>Academic Affairs organization chart</u>), the Division of Administration & Finance reports to the Chancellor through Vice Chancellor for Administration & Finance Bob Hetzel (see <u>Administration & Finance organization chart</u>), and the Division of Student Affairs reports to the Chancellor through Vice Chancellor for Student Affairs and Dean of Students Vitaliano Figueroa (see <u>Student Affairs organization chart</u>). In addition to these three major divisions, University Advancement reports to the Chancellor through Vice Chancellor Greg Reichert, Affirmative Action reports to the Chancellor through Assistant Chancellor Nizam Arain, and the shared governance groups report to the Chancellor as well.



Organizational Charts

All units should maintain up-to-date organization charts outlining the reporting structure of their units. Many units include these on their web page. A blank Microsoft Visio template for creating an organization chart can be found here.

Examples: Academic Affairs, Administration & Finance, Business Services.

Financial Resources

Most units receive some budget authority for their programs and operations either directly from the CFO or delegated through divisional leadership. The Budget Office has developed this guide to aid units in managing their financial resources effectively.

Personnel

John Acardo (<u>jacardo@uwlax.edu</u>) is the Director of Human Resources and is the main point of contact for many personnel matters. Up-to-date job descriptions should be maintained for all staff within a given unit.

Position Titles & Compensation

Information regarding position classifications and compensation within the UW System can be found <a href="https://mex.upenstations.org/length="https://mex.upe

Reappointment Process

Human Resources initiates the annual reappointment process by sending out reappointment forms to campus units. Human Resources should be consulted for non-reappointment actions.

Personnel Recruitment

<u>PeopleAdmin</u> is utilized for personnel recruitment. Upon a vacancy in a department, Human Resources should be contacted for information regarding hiring to fill the vacant position. Generally, a search committee or search panel will need to be formed and a set of standard documents (Position Description, Search & Screen Procedures, Selection Criteria, and Advertising Text). Additionally, a list of interview questions will need to be developed and submitted to Human Resources for approval.



New Employee Guide

Human Resources has created a <u>New Employee Checklist and Guide</u> to assist with onboarding efforts of new employees. All employees should read through and be knowledgeable of the <u>UWL Employee</u> Handbook.

Training for New Employees

In addition to the new employee checklist and guide, units should develop training programs to assist in getting new employees up-to-speed as quickly as possible.

Examples: Training program for new budget planner, training program for new business manager.

Search Committees

Directors and department staff are often called lead or take part in searches for new staff members.

Leading a search panel is a much simpler process than a full administrative search. Human Resources provides guidance on policies regarding developing the position description, position advertising, selection criteria, and recruitment procedures. Once these are developed and finalized, the recruitment process will begin and the position will be open for candidates to apply. Positions will often have a first review date of approximately one month after the initial posting. At that point, phone interviews are organized to narrow the pool down to candidates that will be offered an on-campus interview. Schedules should be developed and provided for on-campus interview candidates and individuals with a role in the search process. A template for on campus interview schedules can be found here. Outlook Calendar events should also be created and invites sent out to members of the search committee for events related to the search.

New Staff Orientation

All staff should receive a campus tour. The <u>Admissions Office</u> provides tours regularly and upon request. A map of campus can also be found here: https://www.uwlax.edu/map/.

Departmental Maintenance, Repairs, and Key Requests

Most facilities maintenance is managed by <u>Facilities Planning & Management</u>. More information about facilities maintenance policies can be found <u>here</u>. Work orders for maintenance, repairs, and building access requests can be made through their web site <u>here</u>.

Information Technology

The <u>Eagle Help Desk</u> provides support for and services the information technology needs of campus. There are a variety of applications and information systems that are utilized University-wide. <u>Information</u>



<u>Technology Services (ITS)</u> provides training in many of these systems and has provided a <u>Technology Guide for New Faculty & Staff</u> to assist also. A partial listing of some of the major systems utilized on campus can be found in Appendix 2.

All Information Technology purchases should go through ITS. ITS maintains records on systems that are in warranty and can verify if a failed component will be covered or not. ITS should be notified of about a hardware failure as quickly as possible.

Software Applications

A partial listing of desktop and web-based applications utilized by campus personnel can be viewed in Appendix 3.

Mobile Applications

Many work functions are accessible via mobile device applications. <u>Appendix 4</u> lists several mobile applications that can be used to accomplish various tasks.

Communications & Media

News & Media Relations

The <u>University Communications</u> Office is the primary provider of all official communication from the University to external stakeholders. In addition to official press releases provided to external media sources, University Communication also maintains the <u>Campus News web page</u>. Important campus events should be submitted for inclusion in the Campus News.

Units are expected to maintain web sites that provide helpful information to campus stakeholders about their units. The University's <u>iComm team</u> assists with this process.

A copy of the <u>UWL Talking Points</u> is a good document to have on hand when telling people about the University.

The UWSA department of University Relations maintains the <u>UW Daily page</u> where news is posted daily about the UW System and its campuses. This page can also be subscribed to as an <u>RSS feed</u>.

Brand Management

Brand Management has become a priority for not just UWL, but the entire University of Wisconsin System. Maintaining the UWL brand is a university-wide effort requiring all University personnel to ensure the UWL brand is used appropriately and effectively. This involves both protecting the reputation and identity of the University through the proper use of its name, logos, and symbols, as well as promoting the University through outreach, events, and digital presence.



Campus & Community Engagement

Unit leaders are expected to be active in the campus community, develop working relationships with campus stakeholders, and pursue collaborations with leadership throughout campus. Additionally, university staff are expected to be good representatives and advocates of the University within the community.

Social Media Presence

Many units utilize social media to promote their programming and services. Facebook and Twitter are the most popular social media platforms. LinkedIn is most commonly used for professional networking. University Communications maintains a guide for departments using social media.

Student Recruitment

Faculty and staff are encouraged to assist with recruiting students by sending the Admissions Office names of prospective students, providing contact information for individuals or organizations that work with high school students, and sharing recruitment ideas through this page.

Departmental Operations

Operating Plans

Good operating plans can aid a unit in operating efficiently in carrying out its mission and strategy on a day-to-day basis. Operating plans help ensure continuity of operations in the event of staff leaving the University as well as aid in the training process of new staff. Good plans can also be used as a tool to help staff develop a holistic and more robust understanding of the operations of the role within the unit and the role of the unit within the University. Good plans reduce uncertainty and encourage the efficient utilization of staff resources.

Professional Development Groups

Professional development groups are often a good source of information about emerging topics and issues in many fields.

Examples: International Education - NAFSA: Association of International Educators http://www.nafsa.org/, Business Officers - NACUBO: National Association of College and University Business Officers http://www.nacubo.org/.



UW System Directors Groups & Mailing Lists

Unit leaders should make themselves known within the UW System to their counterparts at other UW System schools, as well as at UW System Administration. These relationships often prove valuable when dealing with unusual or difficult situations for which another opinion can be helpful.

Example: Directors for the <u>International Education & Engagement</u> offices throughout the System maintain a <u>mailing list</u>, as well as regularly scheduled meetings for the <u>directors</u> throughout the year.

A list of available UW System listservs can be found here http://maillist.uwsa.edu/mailman/listinfo/

Interdepartmental Collaborations

Units are encouraged to work together on projects that align with the mission of the university and their respective departments. For projects requiring more than one or two meetings or represent a significant time or work commitment, unit directors and managers should be consulted beforehand to ensure proper coverage of services in the unit. A listing of campus directors and chairs can be found in Appendix 1.

Organizational Email Addresses

Many units choose to utilize organizational email addresses for easier communication with external parties. Organizational email addresses should be selected in a way that is simple and easy to remember and to communicate to others. Care should be taken to ensure that all email directed to these organizational accounts is routed to the correct staff members.

Examples: Career Services: <u>career@uwlax.edu</u>, Records & Registration: <u>records@uwlax.edu</u>, International Education & Engagement: <u>international@uwlax.edu</u>.

Shared Calendars

Units with many employees or involved in hosting events often decide it is beneficial to have a shared Google calendar for staff members to track when they will be out of the office so as to ensure coverage for critical services. If a unit has a conference room, it is often beneficial to have a calendar set up for the room to track when it is in use for meetings. Many conference room calendars have already been set up by ITS and can be viewed in Outlook Calendar.

Example: Graff Main Hall 245 Conference Room calendar

Individual Calendars

All UWL staff should keep their individual <u>university calendars</u> up-to-date to aid in scheduling meetings and events. Information about how to use Google Calendar can be found <u>here</u>.



Process Mapping

Complex processes should be mapped to ensure everyone involved in a process understands how it is supposed to work. Microsoft Visio is the preferred application for this kind of activity. A template can be found here.

Knowledgebase

Each unit should have a system in place for the development and accumulation of departmental knowledge and information. Microsoft SharePoint intranets are the institutionally-preferred solution for this function. A listing of UWL's SharePoint sites can be viewed here https://uwlax.sharepoint.com/.

Business Cards

Most staff members should have business cards that can be provided to students, staff, and others. Business cards can be ordered from the <u>Purchasing Office</u>.

Departmental Staff Meetings

Most units should have regularly staff meetings at least once a month. Agendas and minutes should be maintained for these meetings.

University Administration

Internal Audit

The <u>Internal Audit</u> function within UW System is managed by UW System Administration with internal auditors located at campuses within the UWS. The annual audit plans for UWS can be viewed <u>here</u>.

Open Records

As a public institution, certain University records can be made available to the public through an Open Records Request to the University. Applicable records include email.

Risk Assessments

In recent years, the University has undertaken more proactive risk management activities in order to better prepare for uncertainties in the future. Included in these new initiatives are risk registries that each unit is asked to complete to help assess possible risks inherent in their programs and activities.



Events

Campus Events

The campus events calendar can be found <u>here</u>. Important events for the campus community should be submitted to be included in the campus events calendar.

Hosting Visitors & Meetings on Campus

<u>Parking</u> should be arranged for external campus visitors. Temporary passes can be purchased from the <u>Parking Office</u> and can be printed off and given to campus visitors upon arrival or sent digitally to visitors to print off prior to coming to campus.

Meeting Rooms

Meeting/conference rooms in Cartwright Center, Cleary Center, Centennial, etc. can be arranged by University Centers through their website here.

Visitor Schedules

Schedules should be developed for campus visitors to help to ensure campus faculty and staff time is utilized effectively in setting up meetings with the visitors.

Institutional Support

General Research

University Library maintains subscriptions to many databases that can be utilized by faculty and staff to perform research. Library resources can be searched here: https://www.uwlax.edu/murphylibrary/.

Institutional Research

<u>Institutional Research, Assessment, & Planning (IRAP)</u> provides many kinds of data analysis for the University. IRAP maintains also maintains a blog that can be viewed here: http://uwlir.blogspot.com/.

Shared Governance Groups

Shared Governance Groups can sometimes be a resource for units on campus seeking direction and consultation for various policies. The campus governance groups include:

Faculty Senate



Academic Staff Council

University Staff Council

Student Association



Appendix 1 - Campus Contacts

The full online campus directory can be accessed via https://www.uwlax.edu/info/a-z-directory/ or under the campus quick links.

Division of Academic Affairs		
Department	Director	
Provost Office	Provost/Vice Chancellor Betsy Morgan	
Institute for Campus Excellence & Enrollment Management	AVC Sandy Grunwald	
Academic Advising	Becky Vianden	
Admissions	Corey Sjoquist	
<u>Career Services</u>	Becky Vianden	
Center for Advancing Teaching & Learning	Kristin Koepke (Interim)	
Financial Aid	Louise Janke	
Graduate Studies	Meredith Thomsen	
Institutional Research, Assessment, & Planning	Natalie Solverson	
International Education & Engagement	Emelee Volden	
Murphy Library	John Jax	
Records & Registration	Jan Von Ruden	
Research & Sponsored Programs	Melissa Nielsen	
<u>Undergraduate Research</u>	Scott Cooper	

College of Business Administration		
Academic Department	Department Chair	ADA/Contact
Dean's Office	Dean Laura Milner	Corrine Rheineck
Accountancy	Mehmet KocaKulah	Mindy Hehn
Economics	T.J. Brooks	Mary Grattan
<u>Finance</u>	Rob Wolf	Mary Grattan



Information Systems	Peter Haried	Ivy King
Management	Nicole Gullekson	Karen Brandt
Marketing	Gwen Achenreiner	Sue Hengel
College	of Arts, Social Sciences, & Huma	nities
Academic Department	Department Chair	ADA/Contact
Dean's Office	Dean Karl Kunkel	Kathy Thoen
Archaeology & Anthropology	Tim McAndrews	Shirley Von Ruden
<u>Art</u>	Joel Elgin	Bobbette Webster
Communication Studies	Linda Dickmeyer, Daniel Modaff	Nhouchee Yang
<u>English</u>	Natalie Eschenbaum	Cullen Oldenburg
Ethnic & Racial Studies	Sara Docan-Morgan	Pearl Bearhart
Global Cultures and Languages	Omar Granados	Judith King
<u>History</u>	John Grider	Shannon Suddeth
Military Science	LTC Erik Archer	Dana Schaitel
Music	Mary Tollefson	Nicole Novak
Philosophy	Samuel Cocks	Anna Meier
Political Science/Public Admin	Regina Goodnow	Angela House
<u>Psychology</u>	Bart VanVoorhis	Jane Fredrick
Sociology	Timothy Gongaware	Shirley Von Ruden
Student Affairs Administration	Jörg Vianden	Vacant
Theatre Arts	Joseph Anderson	Krista Shulka
Women, Gender, and Sexuality Studies	Jodi Vandenberg-Daves	Pearl Bearhart
College of Science and Health		
Academic Department	Department Chair	ADA/Contact
Dean's Office	Dean Mark Sandheinrich	Debra Gerke



Biology	Michael Abler	Lynne Smith
Chemistry and Biochemistry	Aaron Monte	Lori Hanson
Computer Science	Kenny Hunt	Becky Yoshizumi
Exercise & Sport Science	Chia-Chen Yu	Jeanne Voss
Geography/Earth Science	Colin Belby	Debra Gerke
Health Ed & Health Promotion	Dan Duquette	Sandra Vinney
Health Professions	Tom Kernozek	Shauna Salow
<u>Mathematics</u>	Robert Allen	Julie Ahearn
Microbiology	Bernadette Taylor	Susan Hall
<u>Physics</u>	Taviare Hawkins	Krista Anderson
Rec Management/Therapeutic Rec	<u>Laurlyn Harmon</u>	Janet Craig
School of Education		
Academic Department	Department Chair	ADA/Contact
Dean's Office	Dean Marcie Wycoff-Horn	Jill Kirkpatrick
Educational Studies	Adrienne Loh	Lisa Armstrong
Institute for Professional Studies in Education	Pat Markos	Jennifer Holm
Continuing Education & Extension	Penny Tiedt	

Division of Student Affairs		
Department	Director	
Student Life	Vice Chancellor & Dean Vitaliano Figueroa	
Dean of Students	Greg Phlegar	
Child Care Center	Dawn Hays	
Counseling & Testing	Gretchen Reinders	



Intercollegiate Athletics	Kim Blum
Recreation Sports	Sue White
Residence Life	Vacant
Student Health Center	Abby Deyo
<u>University Centers</u>	Larry Ringgenberg

Division of Diversity & Inclusion	
Department	Director
Diversity & Inclusion	Vice Chancellor Barbara Stewart
ACCESS Center	Andrew Oliver
Campus Climate	Amanda Goodenough
Multicultural Student Services	Antoiwana Williams
Pride Center	Will Van Roosenbeek
Student Support Services	Stacy Narcotta-Welp
Upward Bound	Lisa Yang

Division of Administration & Finance		
Department	Director	
Administration & Finance	Vice Chancellor Bob Hetzel	
Budget Office	Kristin Stanley	
Business Services	Sandy Chapman	
Purchasing Office	Mike Gasper	
<u>Human Resources</u>	John Acardo	
Police Services	Vacant	
Parking Office	Victor Hill	



Information Technology Services	AVC Mohamad Elhindi
Facilities Planning & Maintenance	Vacant

UW System Campus Office	
Department	Officer
Internal Audit	Carol Christnovich



Appendix 2 - Information Systems

WINGS - PeopleSoft Student Information System.

<u>Canvas</u> - University course management system. Can also be used by administrative and support units to provide information and administer quizzes to university stakeholders.

<u>Digital Measures</u> – Electronic portfolio platform.

<u>ImageNow/WebNow</u> - ImageNow is the primary document storage software but only some units currently utilize it. The system is currently being re-deployed by ITS with a broader scope throughout the University.

<u>WISDM</u> - Is the UW System application for financial information. Access to WISDM can be granted by submitting the <u>WISDM Authorization Form</u>. WISDM will eventually be replaced by a new system called WISER.

<u>Microsoft SharePoint</u> - SharePoint is used by some departments as an intranet/knowledgebase platform. The Office 365/cloud version of SharePoint can be accessed via https://uwlax.sharepoint.com/. The on-premises SharePoint portal can be accessed via https://portal.uwlax.edu/.

<u>E-Reimbursement</u> - UWL has moved to an electronic travel reimbursement system. More information can be found here.

<u>VoIP phone system</u> - The University utilizes a Voice over IP phone system. More information about VoIP can be found <u>here</u>.

PeopleAdmin - Used for the recruitment of new employees.



Appendix 3 - Computer Applications

<u>Microsoft Office</u> – The Microsoft Office suite is used for many regular document creation and editing functions. The following is a list of Office applications available to campus personnel:

- a. Microsoft Word
- b. Microsoft Excel
- c. Microsoft PowerPoint
- d. Microsoft Outlook
- e. Microsoft Visio
- f. Microsoft Project
- g. Microsoft Access
- h. Microsoft Publisher
- i. Microsoft OneDrive

In addition to desktop versions of the Office suite, UWL provides access to these applications via Office 365 cloud-based technology as well.

<u>Adobe Acrobat Pro</u> - Acrobat Pro is used for publishing documents for distribution. See iComm's guidelines for publishing documents for external release.

Adobe Acrobat Reader – Used for users of published PDF documents.

<u>Cisco AnyConnect</u> - Virtual Private Network (VPN) software to connect to campus file storage and printers. Files can also be accessed via https://vpn.uwlax.edu/.

<u>ImageNow Desktop</u> – Used for connecting to the ImageNow server for storing and retrieving electronic documents. ImageNow can also be accessed via <u>WebNow</u> (Internet Explorer only).

Symantec Endpoint Protection – Antivirus protection provided by ITS.

IBM SPSS Statistics - Used for advanced statistical analysis.



Appendix 4 - Mobile Applications

Microsoft Outlook (iPhone, Android) - email and calendar

Microsoft Word (iPhone, Android) – used for editing text documents.

Microsoft Excel (iPhone, Android) - used for editing spreadsheets.

Microsoft PowerPoint (iPhone, Android) – used for creating presentation documents.

Microsoft OneNote (iPhone, Android) - notetaking app

<u>Microsoft OneDrive</u> (<u>iPhone</u>, <u>Android</u>) – cloud storage solution integrated with Microsoft applications.

Microsoft SharePoint (iPhone, Android) - used for interacting with a SharePoint site

Microsoft Delve (iPhone, Android) - used for viewing SharePoint activity by individual.

Microsoft Sway (iPhone, Android) - digital storytelling platform.

Microsoft Yammer (iPhone, Android) - Enterprise social network.

Microsoft Power BI (iPhone, Android) - can be used for data analysis and dashboards.

Skype (iPhone, Android) - can be used to make free voice calls. Especially useful for international calls.

<u>Cisco AnyConnect VPN</u> (<u>iPhone, Android</u>) - can be used to connect to UWL's VPN. Useful when travelling in countries that block Gmail.

Adobe Reader (iPhone, Android) - used to view Acrobat PDF files.

Facebook (iPhone, Android) - used to manage a unit's Facebook page.

<u>Facebook Messenger</u> (<u>iPhone, Android</u>) - used to manage communications with a unit's Facebook page.

Twitter (iPhone, Android) - used for managing a unit's Twitter page.

LinkedIn (iPhone, Android) - can be used for university position advertising/recruitment.