The University of Alabama
Compliance Certification Report

3.3.1.2 Institutional Effectiveness: Administrative support services

3.3.1.2 The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on an analysis of the results in the following area: Administrative Support Services

Judgment of Compliance

In Compliance

Narrative

The University of Alabama (UA) administrative support services provide outcomes, achievement of outcomes, and evidence of improvement through the University's annual collection of assessment data. As depicted in the University’s organization chart, [1] there are six major divisions. Within each division are units or departments that have primary responsibilities to serve the UA community as a whole. These 20 major UA offices and departments are considered administrative support service units. Since Academic Year 2011–12, administrative support service units have submitted assessment reports and revised or new assessment plans each fall in the University’s online assessment system, WEAVE. Prior to 2011, the University collected assessment information through a locally developed system, UAOPS. Attached are Detailed Annual Reports (DAR) from WEAVE for 2011–12, 2012–13, and 2013–14. The 2013–14 DAR contains assessment plans to be addressed in the Fall 2014 reports. The DAR for a particular unit can be accessed by clicking the link next to the unit name.

Financial Affairs

- Administrative Services [2]
- Auxiliary Services [3]
- Construction Administration [4]
- Facilities and Grounds [5]
- Facilities Planning [6]
- Finance [7]
- Human Resources [8]
- Public Safety [9]

University Advancement

- Advancement Services [10]
Below are summaries or highlights of recent assessment activities and specific improvements that resulted from action plans initiated as a result of these activities.

**Financial Affairs**

**Human Resources.** The mission of the Department of Human Resources is to recruit, retain, and develop outstanding staff and student employees by promoting UA as an employer of choice. The Department of Human Resources supports the faculty and staff in their pursuit of excellence in teaching, research, and service through ongoing, accessible professional development activities.

The increasing student population and rising cost of attending school resulted in an increase in the number of students looking for employment. Human Resources sought to increase student job postings on the UA website to respond to this need.

Human Resources increased participation in activities on campus that attract large numbers of students and made a concerted effort to contact hiring departments who hire students outside of the online system and to educate them on the advantages of using the system for future employment opportunities. Human Resources increased efforts to market the use of the system to off-campus employers. In addition, a new employment program, Help@Home, connects students looking for employment in babysitting, lawn care, pet sitting, and tutoring. Faculty and staff needing assistance in one of these areas can review the pool of students who are interested in those specific types of work. The success of these initiatives prompted Human Resources personnel to consider other specialty occupations and to continue to collaborate with other groups, events, and individuals to market the student employment site.

In 2011–2012, there were 175 student job postings for 1,308 student job opportunities, reflecting an increase of 42% in job postings and a 42% increase in actual student job opportunities over 2010–2011 during which 123 unique student job postings for 921 student job opportunities were posted. In 2012–2013, there were 228 unique job postings for 1,888 student job opportunities, reflecting a 30% increase in job postings and a 44% increase in actual student job opportunities over the prior year.

**Auxiliary Services.** Auxiliary Services includes University Printing, Action Card, University Supply Stores, Land Management, Parking and Fleet Services, and Bama Dining. These units provide a variety of business support services to the UA faculty, staff, and students. Operating as self-supporting departments with a marketing orientation, the units offer services at competitive rates to UA departments to minimize expenses and to enhance student recruitment and retention. These units also generate revenue to allow for enhanced development and operation of other initiatives that support the University’s research, instruction, and service functions.
A recent example of assessment activities and improvement among this group comes from Bama Dining’s efforts to improve food service and menu items. Bama Dining formed a focus group, the Food Service Advisory Group, in 2011–2012. The members of the focus group include representatives from faculty, staff, and student groups including the SGA, Resident Advisors, and nutrition and environmental groups. Bama Dining encourages Committee members to provide honest feedback on the agenda items, which allows the food service unit to quickly address any issues identified.

During 2012–2013, the Food Service Advisory Committee met six times. The meetings provided valuable feedback on day-to-day operational and customer service issues, as well as larger issues such as changes in facilities, hours, and food offerings. The meetings, in conjunction with surveys and other research, give both general direction and specific ideas for changes. As a result of feedback from the Food Service Advisory Committee, Bama Dining produced a brochure on vegetarian/vegan offerings in spring 2013 and a brochure on gluten-free foods in fall 2013.

Facilities Planning. The mission of the Department of Facilities Planning is to provide the UA community with an attractive, clean, comfortable, safe, and healthy environment that is well maintained and functional. A large part of the Facilities Planning function centers around the implementation of the Campus Master Plan published in 2012. Facilities Planning used survey results to assess how well constituents felt they were preserving the campus core. The UA campus center is around a nearly 20-acre quadrangle known as “The Quad.” This parcel is considered the heart of the campus and is used for many functions and activities during the academic year. Survey respondents identified the Quad as the part of campus they most wanted protected and improved.

Based on the feedback from the survey and meetings with the campus community, the University is implementing plans to widen the existing sidewalks, to improve storm drainage, and to improve irrigation on the Quad. UA utilizes a phased plan that will take several years to complete. Also, the University is improving, renovating, and restoring academic buildings around the Quad.

Facilities and Grounds. The Department of Facilities and Grounds supports Facilities Planning in its mission to provide a quality environment for the UA community. For example, a primary goal of Facilities and Grounds is to reduce energy consumption while maintaining a safe, comfortable, and user-friendly environment. In 2011–12, Facilities and Grounds set as targets to remain in the top 10% for energy conservation versus the UA peer group as evaluated by Sightlines and to reduce energy consumption by 2% per square foot per year. Maintaining these targets is challenging. Growth in student population, coupled with an increase in faculty and staff, is substantially increasing building occupancy, which increases utility costs/gross square footage. The unit has developed additional energy reduction strategies in order to maintain current levels of energy conservation effectiveness. These strategies include:

- Increasing emphasis on energy reduction awareness
- Ensuring all HVAC equipment is operating at peak efficiency
- Implementing more energy efficient lighting systems
- Improving utility metering to more accurately determine where energy is being wasted

Results show that in 2011–2012, UA was ranked as the most efficient energy consumer of the peer universities evaluated, consuming 30% less energy than peer universities as reported by Sightlines FY11 Facilities MB&A Presentation. The overall KBTU intensity (Electricity, Natural Gas, and Steam) for the UA campus was reduced by 2.12% as compared to the previous 12 months. In 2012–2013, Sightlines reported that UA consumed 36% less energy and ranked as the most efficient energy consumer among the University’s peer groups. The overall KBTU intensity per gross square foot of building space for the UA campus was reduced by 2.17% as compared to the previous 12 months as reported by Sightlines FY 2012 Facilities MB&A Report.

Public Safety. The mission of the Department of Public Safety is to partner with members of the University community to maintain an environment of safety conducive to the accomplishment and fulfillment of UA’s overall mission by providing information and services that enhance personal safety and protect resources.
One of Public Safety’s goals is to provide timely and high-quality follow-up law enforcement investigative services to victims of crimes or incidents that occur at UA. To assess attainment of this goal, Public Safety randomly distributes a survey to crime victims to assess their satisfaction with the responsiveness and quality of investigative services the department provides. [25] The unit set a target of 75% positive survey responses (agree/strongly agree). In addition, the UA Police Department evaluates the timeliness of initial follow-up investigative contacts. Their target is to make an initial investigative contact within 72 hours of the time the case is assigned 75% of the time. From 2011–2012 and 2012–2013 data, this target was met during both assessment cycles.

However, the overall number of individuals submitting surveys indicates that the respondents are not satisfied with the “follow up after initial service” and “response time.” Positive responses to these survey questions were 67% in 2011–2012 and less than 70% in 2012–2013. The UA Police Department believes that one possible explanation for this discrepancy could be a divergence between community member expectations and the timeliness realistically that can be achieved. Plans to address this discrepancy include:

- Exploration of the correlation between goals and community expectations
- Continuation of efforts to make timely first contacts
- Review of the structure of the survey question for clarity
- Review of the survey to determine if there are other questions that would more accurately rate responsiveness
- Exploration of means to more effectively communicate reasonable response and follow-up times to community members
- Exploration of ways to distribute the survey more widely to ensure that the most comprehensive view of community perceptions is obtained

**Finance.** The mission of the Office of Finance is to provide financial data and forecasts for decision making; to record, bill, and collect University receivables; to establish and maintain UA revenue generating policies; to account for University assets; to pay bills and reimburse employees while adhering to University policy, state law, and sound business practices; and to provide procurement services that support the University’s programs and activities.

In 2011–2012, the Office of Finance initiated a plan to allow students to elect to receive their Federal 1098-T forms online rather than in the mail. The desired outcome was to provide timely on-line customer service while substantially reducing the cost of providing these forms to approximately 35,000 individuals. The plan was implemented in October 2011 and was posted in MyBama for that year. When 2,800 students elected to receive their federal 1098-T forms online, it cut UA’s cost approximately $1,000. Finance sent emails to enrolled students in November about the opt-in, but participation was lower than desired, resulting in an 8% participation rate (with a target of 15%) and a 7% cost savings, (with a target of 10%).

During the next year, Finance increased email notifications to those students not opted-in. Finance sent emails once a month in September through December, including 35,691 students and 15,739 parent/guest users on September 17, 2012. Additional emails were sent on October 12, 2012, and December 12, 2012. A total of three emails were sent to communicate with students and parent/guest account holders prior to the target date of November 1, 2012. The mass email communication effort increased the number of participants electing to receive their Federal 1098-T form online. About 5,000 students elected to receive the federal 1098-T form electronically for the 2012 calendar year. This represented 12% of the total student population and about 14% cost savings over traditional mailing costs. The target cost savings goal was met, but the goal for percentage of enrollment was not met. The Office of Finance will retain this goal for the 2013–2014 assessment cycle.

**Administrative Services.** The mission of the Financial Affairs Administration is to “energetically promote a safe, productive, and environmentally-friendly campus culture in support of academic achievement with a continuous focus on the delivery of quality services, a timely response to institutional needs, innovative solutions and a passionate desire for student success.” To support this mission, the Office of Financial Affairs Administration sought to offer the most efficient methods for distribution of wages. In 2012–2013, Financial Affairs Administration introduced a payroll debit card [26] to eliminate paper checks and to provide electronic pay and fund access for employees who do not have a bank account. [27] Any employee, with or without a bank account, may receive part or all of their pay via the payroll debit card.
Financial Affairs Administration expects the payroll debit card to improve efficiency for both the University and the employee by eliminating special handling of paper checks and a more streamlined bank reconciliation process. The payroll debit card also provides benefits to employees such as avoiding trips to pick up checks, avoiding check-cashing lines, eliminate check-cashing fees, and making purchases anywhere Visa Check Cards are accepted along with many more benefits.

As a result, with the August 30, 2013, payday all new hires who had not submitted personal bank information for direct deposit received debit cards. There were 1,078 new hires in August, and of that total, 243 debit cards were issued, representing 22.50% of all new hires in August. Beginning in September 2013, current employees who were not set up for direct deposit were contacted and presented with the option of receiving pay via the payroll debit card.

Construction Administration. Construction Administration seeks to provide an attractive, clean, comfortable, safe, and healthy environment that is well maintained and functional through construction management services that are cost effective, adhere to federal and state regulations and institutional policy, and are compliant with Campus Design Guidelines.

The University established Construction Administration in 2010 to oversee the expending of capital project budgets. The governing policy for Construction Administration was written at that time [28] and revised in June 2012, a need was identified through input from stakeholders to perform a comprehensive analysis of the policy and make changes as appropriate to achieve full compliance with federal and state laws, other relevant regulations, and internal guidelines and policies.

Construction Administration examined the policy for organizational compliance, State of Alabama guidelines, federal regulations, good industry practices, and clarity of language. Although the policy as a whole did not have any explicit conflicts with any governing body of law, there were certain internal UA policies that were not addressed in the existing Policy for Construction Administration. In addition, there were a number of provisions that did not appear to promote the most effective and efficient use of Construction Administration’s resources. Changes were made to clarify the guidelines to be followed when establishing budgets and expending funds for construction projects; and to include more detailed definitions for each budget line item type identified in the original document, and adding line items for hazardous materials, security systems and access control, and shared cost for utilities. In addition, sections were added to address policy on projects funded from tax-exempt bond proceeds, records retention, unallowable expenses for construction projects, purchasing and payment to vendors, timely expenditure of tax-exempt bond funds, funding, PAF revisions, contracts funded by multiple projects, cost allocations, the designated repository for Financial Affairs, active projects and project completion. [29]

As an ongoing action, UA routinely monitors the implementation of new policies as well as existing policies in an effort to maintain an efficient and effective program for Construction Administration.

University Advancement

Alumni Affairs. UA’s National Alumni Association exists to establish regular communications and service opportunities with alumni to ensure the continued excellence of the University. For example, the National Alumni Association assists the admissions office with student recruitment by providing prospective students and their parents a personalized campus visit through Discovering BAMA. [30]

A goal of the National Alumni Association is to increase the number of prospective students who participate in this campus tour. A quarterly review of the Discovering BAMA program by the Association’s Executive Committee measures the number of prospective students who participate in this event each year.

To increase participation in and awareness of the Discovering BAMA program, the National Alumni Association developed an action plan to promote and explain the Discovering BAMA program at alumni chapter functions around the country, which dramatically increased the number of prospective student referrals received. Feedback from this initiative resulted in positive changes to the Discovering BAMA program. The number of participants in the Discovering BAMA tour has increased from 192 during 2011-2012 to 205 in 2012-2013.
**Advancement Services.** The mission of the Office of Advancement Services is to provide information, infrastructure, and services to support University advancement activities in the area of development and constituent relations. The Office of Advancement Services provides donors and donor representatives’ annual stewardship reports on endowments and other major gifts by July each year. In a related measure supporting this outcome, records from an Office of Advancement database were compared with records from Financial Accounting, Student Receivables, and Admissions to ensure completion and inclusion of all funds in need of stewarding. In 2012–2013, reconciliation assured all funds in need of stewarding were entered in the stewardship cycle and stewarded accordingly. Funds in need of attention were brought to the respective college’s attention.

During this comparison, some funds were found not spent or underspent. As a result, Advancement Services implemented an action plan that instituted a new process in conjunction with Financial Accounting to notify colleges at the outset of each semester if they had scholarship funds that had not been awarded. The goal was to identify funds not awarded as early as possible. This new process also provides an opportunity to help ensure funds are awarded each semester in accordance with donor wishes. In addition, in 2013, Advancement Services led a complete redesign of the stewardship reports and implemented a brand new report design. This is an ongoing assessment and the process of review and reconciliation will continue to be monitored.

**University Relations.** The mission of the Office of University Relations focuses on increasing the awareness of the positive impact UA has on individuals, the community, the state of Alabama, the Southeastern region, and the nation. The Office of University Relations uses technology, such as the central UA institutional Web presence, mobile web sites, and social media channels, to deliver relevant content and interactive features that engage audiences and build awareness of and positive impressions of UA’s impact on stakeholders.

Advanced metrics that detail usage of University websites and social media channels are used to gauge the effectiveness of communications goals and guide future communications plans. Analysis of website traffic statistics gathered by Google Analytics as well as Facebook Page Insights and Twitter statistics/feedback is conducted on a continual basis. Formal review and evaluation of these statistics is typically conducted each semester, and conclusions are drawn from these reviews. These conclusions are used to understand the effectiveness of communications efforts and to inform future strategies and tactics for these efforts.

In 2012–13, UA’s website total views remained relatively constant while the number of unique visitors to these sites grew to 4,451,364. The largest areas of growth in Web traffic were reflected in mobile browsing, where visits to UA.edu by mobile phone grew by 35% and visits by tablet grew 219%. UA’s Facebook page grew to more than 425,000 fans in this period, while UA’s Twitter page grew to more than 35,000 followers. Because of these significant growth patterns in the usage of mobile devices and social media for information consumption and interactions, University Relations plans an emphasis on building and improving mobile properties and social media channels to drive greater growth.

**Fundraising.** The mission of the Fundraising Department is to maximize private support to UA, thereby assisting the University in its long-range goal to become a student-focused, research institution. The purpose of the department is to solicit, accept, and effectively steward gifts. The department works with all colleges and divisions of the University to secure private gifts from alumni, friends, and supporters.

Even though development officers state goals for each review cycle, the unit sought to place more emphasis on some activities by holding the team members accountable with a quantitative measure tied to performance evaluations. Since 2011, the following revisions to the review and goal-setting process for all development officers were tied to performance evaluation: An increased emphasis on all face-to-face visits with a stated minimum of 144 visits per year; new goals and measures for face-to-face visits with new prospects; and new monetary goals.

The result of this change has been a marked increase in the average number of overall face-to-face visits and visits with new prospects. Results from 2011–2012 indicate that a total of 849 face-to-face visits were completed. In 2012–2013, 734 face-to-face visits were completed with new prospects.
Student Affairs

Divisional Communication. The Office of Divisional Communication provides key constituents with appropriate resources, support, and messaging related to communication about Student Affairs programming, services, and opportunities. Divisional Communication assesses both internal (campus-wide) and external communication.

The purpose of having a social media presence for the Division of Student Affairs is to create and sustain a favorable and approachable image of the Division by aggregating and sharing news, events, and opportunities in Student Affairs and the UA community. One goal is to increase communication and evaluate effectiveness and outreach activities through social media such as Facebook, Twitter, and Instagram.


The activity data are useful in helping evaluate Divisional Communication’s reach to its constituent groups. Social media statistics show steady growth and engagement with the target audiences and that Twitter having the largest following. Divisional Communication plans to monitor social media closely and use channel to enhance its outreach by increasing communication to the UA community.

Student Affairs Advancement. Student Affairs Advancement promotes and develops support for The University of Alabama. The main functions of the office are constituency relations, including alumni, public relations, and fundraising. While each of the divisions has primary responsibility for one area, each area’s work reinforces and is reinforced by others.

Student Affairs Advancement was created in August 2012. With the addition of a communications specialist and a coordinator of annual giving, the Student Affairs message has been expanded while increasing Student Affairs giving efforts. In the last two years, focus has been on developing departmental staff and goals. Now that the office is in its third year, the focus of assessment will be on the improvement of quality of programs.

One goal of Student Affairs Advancement is to raise funds to support campus and student life initiatives through annual giving efforts. For example, in 2013–2104, Student Affairs Advancement established programs such as the UA Away Program, a scholarship initiative aimed to support students with financial need who want to experience a new culture while serving others, studying a topic of interest, or benefitting from on-the-job training.

A total of $88,741 was collected for this scholarship fund. Student Affairs Advancement was able to give $15,000 to support the UA Away Scholarship Program and add $20,000 to the UA Away Endowment fund. These donations will continue to be monitored in order to assess fundraising effectiveness and subsequently create action plans to elevate awareness of the program and increase giving.

Web Development and Processes. The mission of the Department of Web Development and Processes is to aid Student Affairs in becoming more effective and efficient through constant research and advancement in the areas of online processes and other Web technologies.

During the 2011–2012 assessment cycle, the Office of Web Development and Processes sought to develop an assessment plan that captured data on key processes and initiatives. As a support unit to other offices in the Division of Student Affairs, outcomes and measures were identified that focused on the delivery of services and requests for resources that would help facilitate staff members’ use of Web platforms for communication. For example, during 2012–2013, the Department of Web Development and Processes developed 15 new online processes across Student Affairs departments to help save time and resources, while making it easier for students to submit applications. In addition, a 59% increase was recorded in new requests made from departments for Contribute (a Web publishing software package) to be installed.

Because of increasing requests for online services, additional support needs, and users’ dependence on Web-based application and technology, additional resources and expertise were needed to continue to advance Web processes and the use of technology. Recognition of this need led Student Affairs to move the Web Development and Processes staff to the Center of Instructional Technology where developers can benefit from access to additional resources and have access to additional staff with professional expertise in Web development and Web-based application development.
Assessment and Planning. Student Affairs Assessment and Planning serves the Division of Student Affairs and UA by providing information, expertise, and data that advance the institution’s understanding of student learning and program effectiveness. The Assessment and Planning office serves other Student Affairs departments as a consultant on the planning and assessment of various projects. [31] As an example of its assessment, the Office of Student Affairs Assessment and Planning tracks activity volume from year to year in order to capture demand for services and efficiency. During the 2011–2012 assessment cycle, the staff was asked to consult on 14 projects that fell within the purview of Student Affairs. During the 2013–2014 assessment cycle, the staff consulted on a total of 20 projects. Projects can range from events to service activities to tutoring. As requests for services increase, resources will be evaluated to ensure the ability of the Assessment and Planning office to maintain and improve the quality of its services.

Academic Affairs

Information Technology. The Office of Information Technology facilitates research, enhances instruction, and supports administrative operations by providing quality leadership, services, and resources in information technology. The vision of the Office of Information Technology is that it will be a responsive and responsible customer-centric organization that enables and empowers the UA community to effectively accomplish its goals through the use of technology.

An example of the assessment performed by the Office of Information Technology relates to the improvement project to add redundant fiber optic connections to all campus buildings. The target for completing 50% of all campus buildings started in the 2011–2012 assessment cycle. However, fewer than 10% of all buildings were upgraded to include redundant fiber optic connections. Again in the 2012–2013 assessment cycle, completions fell below the target level. An analysis of the results showed that the incompletions were the result of funding and manpower. As a result, an additional budget request was added to this assessment action plan to help achieve this goal. This assessment is ongoing and will continue until all buildings have redundant fiber optic connections added.

Institutional Research and Assessment. The mission of the Office of Institutional Research and Assessment (OIRA) is to provide institutional information to external reporting groups as well as University decision-makers in support of planning, policy formulation, resource allocation, and the advancement of University operations. The mission is accomplished by conducting data analyses, performing assessment research, and developing Web services. A goal of OIRA is “to be a trusted provider of timely, relevant, and unbiased information and services.”

An example of one of the outcomes of OIRA is “to create, improve and maintain Web-based applications and tools that advance University operations and/or enhance information flow within the University.” In order to assess this outcome, customer satisfaction is surveyed in each assessment cycle. In the 2011–2012 assessment cycle, a survey [32] was conducted in July 2012 of UA’s top management group. Of 61 surveyed, 26, or 43% responded.

Results showed that 85% of the administrative group surveyed classified the level of support received from OIRA as Excellent. More than 96% classified the level of support as either Good or Excellent. When asked, “In what way has OIRA been most helpful to you?” one respondent’s answer was “Web support and help with WEAVEonline.” There were also constructive suggestions to consider adding more information to the data warehouse and to work toward matching the Web posting of academic data with assessment reporting timetables. OIRA will continue to expand those offerings.

An analysis of survey results showed that there is a need to develop a survey, or surveys, to assess use and satisfaction with the various Web applications available through the OIRA Resources component of the website. The OIRA customer service survey instrument does not contain questions that target these specific Web applications, and the administrative group survey contains primarily open-ended questions. OIRA recognized a need for more targeted feedback on OIRA Resources. To that end, OIRA added an action plan for the 2012–2013 assessment cycle to develop and implement a method to assess the OIRA Resources component of its website. This survey instrument should be completed by June 2014.
**Community Affairs**

**Office of Equal Opportunity Programs and Disability Services.** The mission of the Office of Equal Opportunity Programs and Disability Services (EOP) is “to promote a positive climate for diversity and to ensure that the University has adequate policies and procedures in place to guard against and prohibit discrimination and/or harassment on the basis of race, color, ethnicity, national origin, sex, religion, age, disability, or veteran status.”

EOP supports UA’s efforts to foster a diverse student body and workforce. EOP works with UA administration, departments, and committees to ensure that policies and programs comply with applicable nondiscrimination requirements and provides an avenue whereby students and employees may address concerns regarding illegal discrimination or harassment.

The EOP assesses outcomes that relate directly to the number of clients served, and the number of training webinars/workshops relating to equal opportunity, affirmative action, and diversity; and offers point-of contact questionnaires and post-tutorial surveys as tools to evaluate their services.

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**Supporting Documents**

1. UA Org Chart 2014_7.16 (PDF)
2. Admin Services_Combined with Connected Documents_2011–2014 (PDF)
3. Auxiliary Services_Combined with Connected Documents_2011–2014 (PDF)
5. Facilities and Grounds_Combined with Connected Documents_2011–2014 (PDF)
7. Finance_Combined with Connected Documents_2011–2014 (PDF)
8. Human Resources_Combined with Connected Documents_2011–2014 (PDF)
10. Advancement Services_Combined with Connected Documents_2011–2014 (PDF)
11. Alumni Affairs_Combined with Connected Documents_2011–2014 (PDF)
14. Student Affairs Assessment and Planning_Combined_2011–2014 (PDF)
15. Divisional Communication_Combined_2011–2014 (PDF)
16. Student Affairs Advancement_Combined_2011–2014 (PDF)
18. Information Technology_Combined with Connected Documents_2011–2014 (PDF)
19. Institutional Research and Assessment_Combined with Connected Documents_2011–2014 (PDF)
20. Equal Opp Univ Compl_Combined_2011–2014 (PDF)
21. Dining Survey Results Summary 2012 (PDF)
22. UA Campus Master Plan 2012 (PDF)
23. UA Sightlines FY11 Facilities MB&A Presentation (PDF)
24. UA Sightlines FY12 Facilities MB&A Presentation (PDF)
25. UA Police Department Survey (HTML)
26. Payroll_Debit Card Overview (PDF)
27. Payroll_Debit Card BBVA Compass (PDF)
28. Policy Establishing CA Projects 2010 (PDF)
29. Policy Establishing CA Projects Revised 2013 (PDF)
30. Discovering BAMA (HTML)
31. Student Affairs Assessment and Planning Consultation Guidelines (PDF)
32. OIRA Administrative Evaluation 2012 (PDF)