



ADMINISTRATIVE OFFICES

Mission Statements and Goals

Updated November 2018

Admissions (Undergraduate)

The Office of Admissions and Financial Aid endeavors to recruit, enroll, and retain students who seek an outstanding public liberal arts education offered through one of the University's undergraduate or graduate degree programs. In particular, the office supports the University's mission through the recruitment of academically talented, diverse students who are committed to honor and integrity and who will thrive as members of a community that shares in the creation and exploration of knowledge through freedom of inquiry, personal responsibility, and service.

- Maintain enrollment numbers for new undergraduate students.
- Improve the academic profile of students enrolling in the Honors program.
- Increase the academic quality of incoming freshmen.
- Increase the diversity of the student body by recruiting more out of state students, establishing a robust recruitment program for international students, and recruitment of other under-represented populations i.e. minorities and first generation college students.

Admissions (Graduate)

The Office of Admissions and Financial Aid endeavors to recruit, enroll, and retain students who seek an outstanding public liberal arts education offered through one of the University's undergraduate or graduate degree programs. In particular, the office supports the University's mission through the recruitment of academically talented, diverse students who are committed to honor and integrity and who will thrive as members of a community that shares in the creation and exploration of knowledge through freedom of inquiry, personal responsibility, and service.

- Meet enrollment targets for graduate programs (consolidated)
- January 2018- exploring options with CEFAM in France for 4+1 opportunity to bring over students for a 5th year Masters.
- Increase the diversity of the student body by recruiting more out of state students, establishing a robust recruitment program for international students, and recruitment of other under-represented populations i.e. minorities and first generation college students.

Advancement

The mission of the Advancement Office is to promote the University's high quality living and learning environment by developing fund-raising and stewardship strategies to maximize financial support for the institution.

- Fundraising: To solicit and garner private donations for the betterment of the University via identified priorities and programs.
- Fundraising Stewardship and Donor Relations: To effectively steward privately donated funds to achieve University goals and priorities consistent with the expressed intentions of donors, while illustrating the impact of their philanthropic giving.

Alumni Relations

The Office of Alumni Relations supports the University's mission of lifelong learning, engaged citizenship and service by facilitating communication to and among alumni, and providing opportunities for alumni to be involved in the life of the University.

- Strengthen the alumni connection of their UMW experience to careers, graduate school, and professional development.
- Alumni relate UMW's identity and visibility as a high-quality liberal arts university to academic, professional, civic, cultural values of UMW education.
- Promote alumni involvement as investors and on-going partners in the life of the University.
- Planning a diverse range of events throughout the year will allow for alumni with varied interests and experiences to participate in alumni activities.

Budget

The Office of Budget and Financial Analysis supports the University of Mary Washington's efforts to offer an outstanding liberal arts education by helping to ensure the efficient and effective use of its financial resources. In this regard, Office of Budget and Financial Analysis supports the university's budget planning and management by providing staff leadership and professional support services for state and internal budget development, review, analysis, implementation, administration and reporting.

- Emphasize customer service and personal integrity along with commitment to the policies, procedures and laws of the Commonwealth.
- Provide appropriate financial and budget planning services to members of the University in an accurate and timely manner.
- Provide analytical support to the President and the President's Cabinet.

Business Services

The mission of Business Services is to support the teaching, research, and community service mission of University of Mary Washington and all constituent communities. We accomplish our mission by providing value to customers through excellent delivery of

service, providing high quality products at competitive prices, and implementing efficient and effective management practices to enhance and preserve university resources.

- Provide efficient and effective management practices to enhance and preserve university resources
- Provide high quality products at competitive prices.
- Provide value to customers through excellent customer service
- Strive to make a positive impact in students' lives daily by valuing student satisfaction.
- Make efforts to support the University's goal of student retention and engagement.

Center for Economic Development

The University of Mary Washington Center for Economic Development collaborates with business, government, education, and private parties to promote personal, professional and economic growth by advancing knowledge through entrepreneurship, small business development, innovation and competitiveness, research and analysis, and outreach and engagement.

- Develop academic and co-curricular programs for civic engagement and community engaged learning.
- Provide student-centered, high impact learning experiences that prepare them for intellectual and professional success.
- Provide and/or Facilitate New Markets Entrepreneurial Education

Dahlgren Campus

The UMW Dahlgren Center delivers continuing and post-graduate education to Naval Support Activity South Potomac, its tenant commands, local government, and industry by hosting a broad spectrum of academic, training, and workforce development events. UMW Dahlgren continuously promotes awareness of the greater University by serving as a conference center, cultural hub, and venue for community-serving events benefitting the entire Northern Neck region of Virginia.

- In line with campus design standards and missions, maintain the facility, technology assets, and grounds at 100% operating capability, especially addressing aging infrastructure as the campus matures.
- Operate within UMW Dahlgren-specific budget allocation, identify new revenue sources, and grow current events and clients.
- Promote the University's brand through community outreach and participation/support of local events and organizations.

- By quality service, ensure the campus holds its standing as the premiere event venue on the Northern Neck.
- Continuously optimize the work experience for UMW Dahlgren's most valuable asset, the campus staff.

Design Services

Through the use of effective communication strategies and techniques, Design Services actively supports the strategic goals of the University of Mary Washington by helping to create a clear and positive image of the University in the minds of our constituents. Through collaborative project management, graphic design, photography, and video, we help tell the University's story. Design Services is a non-chargeback unit whose services are less expensive than the private sector and specifically ensure materials are compliant with the University's visual identity and brand standards, while reflective of the mission and institutional messaging.

- Provide creative development and coordination of high profile communications that support and enhance the University brand.
- Collaborate with University departments to provide graphic design, photography, and video support, as well as consultative services.
- Create a defined and streamlined process to ensure business objectives are met and publications are produced on time.

Digital Communications

The Office of Digital Communication creates a compelling, unforgettable public web presence supporting the University's mission of providing a superior, inspiring education and promotes the University brand globally.

- Develop and maintain a compelling web presence for the University.
- Collaborate with IT, vendors, and consultants in building and maintaining a secure and reliable site, including training and support for web administrators throughout the University.
- Continually evaluate applicable regulations for the public web interface and recommend strategies for compliance.

Facilities

Facilities Services is charged with the stewardship responsibility for maintenance and operations of the real property assets of the University of Mary Washington. Well maintained facilities are essential for students and faculty to achieve high-quality education, research, and active engagement in a living-learning environment. Cost effective solutions, foresighted planning, customer-focused support, and sustainable approaches are

the objectives of our facilities programs. Our primary service areas include: building maintenance and repair, capital outlay management, state vehicle transportation services, housekeeping, grounds care, athletic field maintenance, recycling and waste management, central heating plant operations, minor construction and alterations, engineering services and facility support contracts.

- **Facilities Improvement:** Improve overall material condition of university physical plant to support education, research, and living learning environment.
- **Energy Efficiency:** The department will employ programs and practices which achieve energy efficiency and maintain average consumption rates at or below the energy consumption rates of regional institutions as well as institutions in our Carnegie classification category.

Finance

The Finance Office mission is to ensure continued financial stability of the University. We accomplish this mission by interacting and providing the University community, State and governmental agencies, and customers with accurate and timely financial data and reports, while providing excellent customer service. We implement, maintain and meet all governing regulations to ensure continued financial stability.

- **Fiscal Management:** Ensure fiscal accountability, full compliance with financial and regulatory requirements, adequate internal controls and provide accurate and timely financial data and reporting.
- **Internal Controls and Compliance:** Emphasize personal integrity along with commitment to the policies and procedures within the University, as well as the laws of the Commonwealth.
- **Customer Service:** Provide excellent customer service by making sure that administrative decisions and processes are made in a timely manner and are understood by those affected, and that training is offered University-wide to facilitate better customer service and information dispersal.

Financial Aid

The mission of the Office of Financial Aid is to support high quality education at University of Mary Washington by increasing opportunities for student success in higher education. We provide excellent customer service and support to prospective and currently enrolled University of Mary Washington students as they and their families make decisions on expenses of an education.

- **Assistance:** Assist qualified students in meeting their educational goals through effective utilization of scholarships and dissemination of scholarship retention information.

- **Exceptional Services:** To provide students with exceptional service and up to date information on Financial Aid for both continuing students and prospective students.
- **Equity and Consistency:** Administer all student financial assistance awarded to ensure equity and consistency in the delivery of funds to students while complying with Federal, State, and Institutional regulations and guidelines.

Human Resources

To support the University's mission as one of Virginia's outstanding public liberal arts universities, providing a superior education to its students by making the University a choice employer- attracting, developing, and retaining a highly qualified diverse workforce.

- **High Quality Candidates:** To attract highly qualified and diverse candidate pools and increase the hire of first choice candidates.
- **Optimum Work Environment:** To create the optimum work environment to facilitate high employee engagement and satisfaction.
- **Employee Performance:** To facilitate employee performance and behaviors required to execute the university's strategic objectives.
- **Alignment:** To align HR processes with management's strategic needs, ensuring accessibility, efficiency and adaptability.

Institutional Analysis and Effectiveness

The Office of Institutional Analysis and Effectiveness supports the University's mission of building a strong undergraduate liberal arts education by building competencies in data collection on student, faculty, and staff as well as institutional programs, services and operations. We support institutional analyses, undergraduate research, assessment, and other data driven improvement strategies aimed at making academic programs and institutional units more effective in fulfilling the mission of the University of Mary Washington.

- **Internal Data Requests:** To provide in-depth, substantive analysis of selected topics upon request from internal constituents, with data and reports as appropriate in order to assist with the translation of data into usable information.
- **Assessment Support:** To assist with planning, developing operational plans, and implementing assessment activities that align with college and departmental/unit mission and goals.
- **Assessment/IE Professional Development:** To actively support and encourage faculty and staff on high levels of professional training, competence, and expertise on assessment and institutional effectiveness.
- **External Data Requests:** To provide timely and accurate information about the institution to external sources.

- **Best Practices:** To actively identify and utilize best practices in the design, conduct and analysis of institutional and other data that supports university planning, management, operation, evaluation and decision making.

IT Enterprise Application Systems

Supports high-quality administrative support by providing the technical framework and enterprise application services that advance the university's strategic goals; promote effective and efficient work processes; and support information decision making and institutional reporting in advancing undergraduate and graduate education.

- **Support and Administration:** Provide technical support and administration for secure and stable database management platforms, and a reliable suite of enterprise software applications in support of University core business functions (Banner ERP, interfaces, reporting).
- **Information Retrieval for Decision Making:** Continually adapt and enhance the enterprise reporting Strategy to the needs of the University.
- **Improved Customer Support:** Improve overall efficiency, throughput, customer support, and service delivery as provided by the EAS Department.

IT Infrastructural Administration

Provide faculty, students, and staff with the technical infrastructure and services needed to support the creation and exploration of knowledge. The infrastructure will advance the university's strategic goals; enhance instructional technology, teaching and learning; promote effective and efficient work processes; and support information decision making and institutional reporting.

- **Design, Install and Enhance Infrastructure:** Oversee technical design and installation of IT infrastructure for capital projects.
- **Support and Maintain Infrastructure:** Provide technical support, administration and oversight for a secure, reliable, robust and cost-effective campus network (wired and wireless) and telecommunications (analog, ISDN, VoIP)

IT Security

Provide faculty, students, and staff with the secure technical environment needed to support high-quality instruction, and foster the creation and exploration of knowledge. The secure technical environment will ensure the confidentiality, integrity, and availability of the university's systems and data.

- Security Training: Develop and implement comprehensive information security awareness education and training programs, keeping content relevant per current issues and trends and latest VITA and Best Practice standards.
- Improvement: Improve information security posturing and safeguard university data.

IT Support Services

Provide equipment, resources, and technical support services needed to sustain high quality instruction, and foster the creation and exploration of knowledge. The support services will sustain the university's strategic goals; enhance instructional technology and teaching and learning; promote effective and efficient work processes; and support information decision making and institutional reporting.

- Technology Support: Provide IT Help Desk and campus technology support for all campus constituents in an effective, high quality, and timely manner. Implement improvements to transition the department to a more proactive, customer focused unit.
- Computer Inventory and Replacement: Establish and maintain an accurate institutional computer and AV inventory to identify, plan and budget for ongoing technology equipment replacement needs in faculty/staff offices, classrooms and labs.
- Manage Classroom Technology: Proactively manage classroom technology and support to achieve a dependable teaching environment and support structure.

Marketing

The Office of University Marketing is responsible for enhancing the visibility and brand awareness of the University in support of its comprehensive strategic plan. In that role, we counsel executive officers, deans, directors, faculty, staff and students on marketing related functions and services; create and implement targeted marketing plans for undergraduate and graduate admissions that result in increased inquiries; develop advertising objectives and positioning that lead to appropriate messaging, media placement, promotional appeal and publicity strategies; direct the work of external marketing firms and agencies; manage the creative process including copy writing and layout execution; develop media plans and make vehicle and scheduling decisions; utilize appropriate assessment tools to measure effectiveness of creative platforms and media planning; and manage a comprehensive sponsorship program for the purposes of educating the general public about the University mission and promoting academic programs of interest.

- Marketing Planning: Effectively market the University of Mary Washington, working with contracted vendors, and identify strategic priorities and quantifiable marketing outcomes.

- **Recruitment Support:** Provide marketing support for undergraduate recruitment efforts.

Media and Public Relations

The mission of the News and Public Information office is to spotlight the University's achievements, including superior academics, strong student/faculty connections, and its emphasis on honor, integrity and service. We promote University activities that support research, economic development, and the regional quality of life.

- **Visibility:** Enhance the visibility of UMW in the local, state and national media.
- **Communication:** Enhance communications within UMW community.
- **FOIA:** Fulfill public records' requests that fall within the Virginia Freedom of Information Act.

Procurement

The mission of the Procurement Services Department is to support the purpose and goals of the University of Mary Washington, of providing a superior public liberal arts education - by assisting the University community in the procurement of high quality goods and services at competitive prices.

- **Customer Relationship Management:** Excellent Customer Service
- **Demonstration of Cost Savings;** defined as difference from prior purchase of same good / service, savings from initial quote(s) received, as a result of successful negotiations, including added value.
- **Demonstration of Cost Avoidance:** Use of cooperative or state contracts includes avoidance of the cost of the solicitation process which involves labor of various sources and salary levels over a 3-6 month period of time. Cooperative and state contracts are negotiated on behalf of multiple entities and work on the premise of economies of scale.

Publications

The Office of Publications advances the University's mission through publications that communicate in a clear and compelling manner about University activities and constituent achievements.

- **Professional Standard:** Ensure UMW publications are on par with national professional standards.
- **Advance Mission:** Advance UMW's mission, reputation, and identity through publications that communicate in a clear, consistent, compelling, and graphically pleasing manner.

Title IX

The mission of UMW's Office of Title IX is to lead the University in creating and fostering an inclusive environment that reduces or eliminates barriers to educational and employment opportunities caused by sex or gender discrimination through proactive outreach, education, and effective response and resolution. The Office of Title IX supports a living, learning, and work environment free of all forms of discrimination and seeks to foster an environment where all members of the UMW community feel welcomed. To further our commitment to reducing and eliminating barriers to educational and employment opportunities caused by sex or gender discrimination, the Office of Title IX staff are responsible for the following activities: 1. Compliance: Monitoring of UMW's compliance with Title IX and related guidance and federal and state laws, as well as responding to inquiries from Federal and State agencies like the Office for Civil Rights and the Department of Education. 2. Complaint Resolution: Investigating, responding to, and/or resolving complaints of Prohibited Conduct under UMW's Policy on Sexual and Gender Based Harassment and Other Forms of Interpersonal Violence. 3. Education, Prevention, and Awareness: Training of students, faculty, and staff on prevention, awareness, and about their rights and responsibilities under civil right laws and related policies. 4. Outreach: Disseminating information to our campus community about UMW's Policy on Sexual and Gender Based Harassment and Other Forms of Interpersonal Violence as they relate to Title IX and related guidance and laws. 5. Partnership: Collaborating within and between University Departments and with community partners to provide support and education to the campus community.

- Prevention and Awareness: Provide prevention and awareness programming for students, faculty, and staff that reduces barriers to educational and employment opportunities caused by sex or gender discrimination.
- Outreach and Educational Training on UMW's Policy on Sexual and Gender Based Harassment and Other Forms of Interpersonal Violence: Provide outreach and educational training on UMW's Policy on Sexual and Gender Based Harassment and Other Forms of Interpersonal Violence.
- Training for all Adjudicators of UMW's Policy on Sexual and Gender Based Harassment and Other Forms of Interpersonal Violence: Provide Title IX and Clery/VAWA compliant training to all adjudicators of UMW's Policy on Sexual and Gender Based Harassment and Other Forms of Interpersonal Violence.

University Events

The Office of University Events and Conferencing is a resource for events and meetings. The goal of the office is to provide event planning and consultation services for a variety of University and community events. These services enhance the institutional culture by providing multiple opportunities for active learning. The office is dedicated to improving the regional quality of life by the events and services the office provides.

- Planning: Develop and maintain efficient systems for navigating planning of events on and off campus.
- Promote Excellence: To promote excellence in event planning and consultations.
- Support: Support community engagement that promotes the regional quality of life

University Galleries

The University of Mary Washington (UMW) Galleries, comprised of the Ridderhof Martin Gallery and the DuPont Gallery, are dedicated to advancing the educational goals of the University through the collection, preservation, exhibition, and interpretation of works of art in accordance with the highest professional museum standards. While the primary mission is to promote and enhance student awareness and understanding of the visual arts, the UMW Galleries also serve as a significant academic resource contributing to the intellectual and cultural enrichment of the entire University community, the local community and, in a broader sense, the citizens of the Commonwealth of Virginia.

- Education: To advance the educational goals of the University through the collection, preservation, exhibition, and interpretation of works of art in accordance with the highest professional museum standards.
- Student Awareness: To promote and enhance student awareness and understanding of the visual arts.
- Community Engagement: To engage the Fredericksburg community with artworks not available elsewhere nearby through exhibitions and programming.

University Museums

The James Monroe Museum and Memorial Library is dedicated to the study, interpretation and presentation of the life and times of the fifth President of the United States. Its mission is also to trace the social, political and intellectual influence of James Monroe and to present it within the context of his life through exhibitions, publications, scholarly presentations, community events, and educational programs. As an administrative unit of the University of Mary Washington, the museum contributes to a superior educational environment by serving as a cultural and professional resource for students, faculty, and staff. Reflecting the University's mission and the personal values of James Monroe, the museum supports adaptive learning, personal achievement, responsible leadership, service to others, and engaged citizenship in a global and diverse society.

- Enhance the status and operations of the James Monroe Museum.
- Foster greater awareness of the James Monroe Museum
- Contribute to an integrated and collaborative UMW student experience