



Annual Assessment and Evaluation Report
2002 – 2003

Business and Finance

Mr. Willie T. Ellis, Jr., Vice Chancellor for Business and Finance

VISION

To be a recognized leader in higher education in the delivery of innovative, quality, customer driven support services where all employees are valued.

MISSION

The mission of the Division of Business and Finance is to be student-centered while maintaining fiscal integrity and providing quality support services to faculty, staff and external customers.

OVERVIEW

The Vice Chancellor for Business and Finance is one of seven members of the Chancellor's Cabinet. This group of top level administrative officers, under the direction of the Chancellor, formulates the policy making governing body of the University. The Cabinet meets weekly to plan the activities and events of the University.

The Vice Chancellor for Business and Finance is the chief financial officer of the University, and is accountable to the Chancellor for all fiscal matters. The Vice Chancellor is responsible for the development, administration, and supervision of the fiscal affairs of the University. The chief fiscal officer is accountable for auxiliary services; the procurement and maintenance of physical facilities, supplies, materials and services; the supervision of the University SPA personnel program; coordinating the preparation of the University budget; supervision of the collection, disbursement and investment of University funds; contractual obligations involving Federal and State funds; and for the formulation and development of the business policies and operational procedures as they apply to the financial operation of the University.

The management team of the Division of Business and Finance is composed of four assistant vice chancellors and two directors, reporting directly to the Vice Chancellor. The organizational structure for the Division of Business and Finance is illustrated on page 101.

The positions are as follows:

1. Assistant Vice Chancellor for Budget and Planning
2. Assistant Vice Chancellor for Business Services
3. Assistant Vice Chancellor for Business and Finance/Comptroller
4. Assistant Vice Chancellor for Business and Finance/Facilities
5. Director of Human Resources
6. Director of Police and Public Safety Administration

The responsibilities of the above persons reporting directly to the Vice Chancellor for Business and Finance are briefly described in the following paragraphs:

Assistant Vice Chancellor for Business and Finance/Business Manager

The Assistant Vice Chancellor for Business Services is responsible for the planning, administration and coordination of the four Business Services areas. These service areas include Purchasing, Auxiliary Services, Property Management and the Mail Center Operation.

Assistant Vice Chancellor for Business and Finance/Comptroller

The Assistant Vice Chancellor for Business and Finance/Comptroller is responsible for the planning, administration and coordination of the operational functions of the Comptroller's Office. This area includes General Accounting, Contracts and Grants, Reporting, Financial Systems Development and Maintenance, Payroll and Treasurer's Office.

Assistant Vice Chancellor for Business and Finance/Facilities

The Assistant Vice Chancellor for Business and Finance/Facilities is responsible for the supervision and administration of the Physical Plant, maintenance, operation, and new construction.

Assistant Vice Chancellor for Budget and Planning

The Assistant Vice Chancellor for Budget and Planning is responsible for preparing, controlling and monitoring the University's State, Auxiliary, Student Activities, Athletics and Overhead Receipts Budgets.

Director of Human Resources

The Director of Human Resources is responsible for the overall policy administration, interpretation and implementation of the Personnel Program for those employees Subject to the Personnel Act (SPA) and for the total University's Benefit Program.

Director of Police and Public Safety

The Director of Police and Public Safety is responsible for providing leadership and expertise in the formation, development and implementation of a comprehensive public safety program to support the University's educational goals and strategic objectives.

Fiscal integrity has been the primary focus of the Division of Business and Finance's leadership and management staff. The goal of the Division of Business and Finance has been to ensure fiscal integrity and viability in an effort to promote an environment of excellence. The primary objectives for the Division supported the ongoing technological advances in the delivery of services, while insuring fiscal integrity.

This strategy required the leadership and management staff to focus on the following key objectives:

- ◆ Promoting training for all levels of employees especially cross training them in key areas to insure continuity in the delivery of services to customers.
- ◆ Hiring the most qualified applicants utilizing best human resources practices.
- ◆ Utilizing technology in operational functions that will decrease the response time to our customers.

Each department in this Division has developed a mission statement, which is consistent with the mission of the Division and the University. The assessment and evaluation of each department's strategic plan is presented in the following sections:

BUDGET AND PLANNING DEPARTMENT

I. Brief Overview of the Department

The Office of Budget and Planning is one of five major units that report directly to the Vice Chancellor for Business and Finance. The office provides services to the University in budgetary matters involving state, auxiliary, overhead receipts, athletics and student activities funding.

The success or failure of the University's academic program depends largely on the prudent and efficient use of available resources. Thus, more and more emphasis must be placed on performance budgeting. The Office of Budget and Planning continues in its efforts to bring meaning to the budgeting process by maintaining an appropriate relationship between program goals, objectives and financial resources.

With regard to the University budgets, the office establishes sound revenue projections and establishes allotments, which will permit units to operate efficiently. The office is also responsible for reviewing financial transactions to assure compliance with University policies and procedures and state regulations.

II. Strategic Plan

A. Vision Statement - The Office of Budget and Planning strives to provide quality planning and budgeting services needed to support and enhance the goals of the University. In providing those services, we further seek to consistently meet or exceed agreed upon levels of service.

B. Mission Statement - The mission of the Office of Budget and Planning is to provide effective and efficient administration of the University budgets, and to achieve excellence in all phases of operation as encouraged by the FUTURES initiative. This mission operates within the framework of the goals and objectives of the Division of Business and Finance.

Values

- **Teamwork:** Act as a team player; ensure that, where appropriate, confidentiality will be respected in the performance of responsibilities; include all affected parties in planning and decision-making processes on matters that concern them and their work.
- **Service:** Act fairly, consistently, ethically, honestly and professionally; treat everyone with respect, trust, consideration and compassion; serve others as we would like to be served; provide competent, trustworthy, people-sensitive, services/leadership in our area of responsibility; develop and maintain open communications with all relevant parties.
- **Process Improvement:** Continually search for better ways of doing business, i.e., employ process review on an ongoing basis; maintain and promote fiscal integrity and accountability; hold appropriate parties accountable for the legal and competent performance of their duties.
- **Human Resources:** Enable staff to perform efficiently and effectively by providing training and support; recognize achievements or contributions; encourage employees to realize their potential.

C. Goals and Objectives

The Office of Budget and Planning uses the goals and objectives of the Division of Business and Finance as a foundation for its own goals and strategic plan. Some of the divisional goals which guide the strategic plan of the office include:

- Continue to promote an environment for excellence,
- Investigate, evaluate and implement systems that will promote efficient productivity,
- Foster an atmosphere that encourages and facilitates communication and collaboration among and between Division and University offices and employees,
- Encourage and support staff attendance at professional development and customer relations services workshops,
- Focus on increasing office automation and use of computer workstations,
- Schedule periodic training to assist the University community in maintaining high levels of procedural and financial system expertise.

The Office has made significant improvements to promote efficiencies in support of the increased student enrollment and faculty within a framework of scarce financial resources. Additional developments need to be sought to accommodate University growth in a creative and resourceful manner.

During 2002-2003, the Office of Budget and Planning addressed the following goals – in conjunction with Division and University initiatives – in order that positive, beneficial changes take place.

1 Restructure the office to promote more efficient and quality services

Outcomes Achieved/Results

The office was restructured following an evaluation of processing gaps. An additional permanent position was added to increase the professional staff and increase the overall performance of the office. Key responsibilities were divided and aligned with specific positions to create a specialist effect. This allows University personnel and external constituents to have a specific point of contact for completing a request or report. The restructure was successfully implemented in July 2002.

Assessment Measurements

Assessment measures include feedback from University personnel, UNC Office of the President, Office of State Budget and Management and other external customers.

Assessment Procedures

Assessments are received through correspondence by the Chancellor and Vice Chancellor for Business and Finance, and the Assistant Vice Chancellor for Budget and Planning from external customers

Administration of Assessment Procedures

The Assistant Vice Chancellor for Budget and Planning is responsible for administering the assessment procedures as applicable.

How findings from assessment data were used to improve the unit

The Vice Chancellor for Business and Finance recommended that a second accounting specialist position should be added to augment the office. This recommendation was implemented and the goal is completed.

2 Complete the year end close procedures and balance the budget

Outcomes Achieved/Results

The state budget was closed in July and the required state reporting deadlines were met. The annual closeout procedures were completed and all work papers were filed for audit purposes. Preparation for yearly closeout requires a significant amount of work. It also involves heavy interaction with other departments within Business and Finance, UNC Office of the President and Office of State Budget and Management. This was all successfully completed in an efficient and timely manner.

Assessment Measurements

Assessment measures include feedback from our internal auditor, comptroller, the UNC Office of the President and the Office of State Budget and Management.

Assessment Procedures

Assessments are received by the Vice Chancellor for Business and Finance, Assistant Vice Chancellor for Budget and Planning and Comptroller through meetings and correspondence received from external customers and agencies.

Administration of Assessment Procedures

The Assistant Vice Chancellor for Budget and Planning and Comptroller were responsible for seeing that this goal was met.

How findings from assessment data were used to improve the unit

One recommendation for improvement indicated that the closeout process should start earlier in the fiscal year. This recommendation has been implemented for FY 2003-2004. This goal is completed.

3 Continually assess status of state funds to identify opportunities to maximize resources for the University

Outcomes Achieved/Results

The State of North Carolina continued its economic downturn forcing the legislators and governor to administer additional permanent budget reductions and a year end cash reversion. The reduction and reversion translate to effectively allocating scarce resources. Through the use of spreadsheets, constant monitoring and thorough communications with our external offices, we were able to capitalize on a tough situation.

Assessment Measurements

Assessment measures include written and verbal feedback from all University administrators, the UNC Office of the President and Office of State Budget and Management.

Assessment Procedures

Assessments are received by the Chancellor, Vice Chancellor for Business and Finance and the Assistant Vice Chancellor for Budget and Planning by meetings and correspondence.

Administration of Assessment Procedures

The Assistant Vice Chancellor for Budget and Planning is responsible for reporting and allocating all additional funds requested by the University in concert with the Chancellor and Vice Chancellor for Business and Finance.

How findings from assessment data were used to improve the unit

The University reaped tremendous financial benefit from the effective allocation and constant revision of revenue projections. The goal was successfully met, however; this will be a permanent goal of the Office.

4 Develop Office staff to take greater roles in operational decisions and functions

Outcomes Achieved/Results

In response to the increased demand for services stemming from a growing customer base, the Office implemented cross training initiatives. Cross training enabled the office to effectively respond to the University community regardless of the request. It enables the staff to become more comfortable in decision making and responsible partners in administering the budget of the University.

Assessment Measurements

Assessment measures include feedback from surveys and written correspondence from the University personnel and from staff members in the Office. Observation is also included as a measure of assessment.

Assessment Procedures

The end of year performance reviews are used as an assessment tool.

Administration of Assessment Procedures

The Assistant Vice Chancellor for Budget and Planning and individual staff members are responsible for the assessment.

How findings from assessment data were used to improve the unit

This goal provides obvious benefits to the staff, the University and our external customers, and will remain in place for the next fiscal year.

BUSINESS SERVICES DEPARTMENT

I. Brief Overview of the Department

The Office of Business Services is one of five major offices that report directly to the Vice Chancellor for Business and Finance (VC/B&F). The office operates as a support office for the Vice Chancellor for Business and Finance and has primary responsibility for the Auxiliary Enterprise and related services, Purchasing Office and University Mail Center. This office was provided an additional charge of managing Athletics budgets from January 2003 to June 30, 2003. The office is located on the second floor of the Dowdy Administrative building and is comprised of the Assistant Vice Chancellor for Business and Finance/Business Manager and an Administrative Secretary II.

II. Strategic Plan

Improve upon the deliver of service offering of each unit and to develop and update policies and procedures. Continue to improve customer relations and extend cross training for all employees.

A. Vision Statement - To be a recognized leader in higher education in the delivery of innovative, quality, customer driven support services where all employees are valued.

B. Mission Statement - The Mission of the Office of the Assistant Vice Chancellor for Business and Finance/Business Manager is to be student-centered in coordinating and providing leadership for effective management of services and logistical resources in support of the instructional and research mission of the University.

C. Goal/Objectives

1 Obtain feedback from managers relating to their top five operational/managerial concerns.

Outcomes Achieved/Results

Goal fully achieved. The information was obtained as a means of initially gaining insight on current operational/managerial concerns. The list will be used as an on-going tool to assist the units in addressing valid deficiencies.

Assessment Measurements

Reviewed concerns to determine if they are being addressed in annual goals.

Assessment Procedures

Managers were directed to provide the aforementioned information as a means of initially gaining insight on current operational/managerial concerns.

Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services is responsible for assessment procedures.

How findings from assessment data were used to improve the unit

The list will be used as an on-going tool to assist the units in addressing valid deficiencies.

2 Enhance current revenue streams by identifying inefficiencies in process and procedures.

Outcomes Achieved/Results

Goal partially achieved. This is an on-going strategy that will be continually applied. The Business Manager obtained knowledge of processes and procedures relating to current, major revenue streams (e.g. bookstore sales, foodservice and other contractual commissions) in an effort to identify areas where increased efficiencies would translate to greater income.

Assessment Measurements

Continued usage of focus groups, surveys and questionnaires to provide input on services desired/needed.

Assessment Procedures

The Business Manager collaborated with the Auxiliary team and bookstore management to focus on customer services by targeting the offerings being provided by the unit. The wholesale pricing points were also earmarked for improvement.

Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services is responsible for assessment procedures.

How findings from assessment data were used to improve the unit

The bookstore exceeded budgeted sales this fiscal year by approximately 7.3%.

3 Identify, plan and execute new revenue streams for applicable Business Services units.

Outcomes Achieved/Results

Goal partially achieved. This is an on-going strategy that will be continually applied. There were seven potentially new revenue streams identified. Four of the seven identified goals were fully implemented and are as follows:

- Freshens, a smoothie , ice cream and yogurt concept
- Café a la Cart, a fresh foods and drink addition for the General Classroom Building.
- Aggie Late Night, a late night (9pm-12am) snack offering located in Williams Cafeteria.
- Aggie Athletics Card. The cards were produced by the Aggie One Card office for use by home side season football patrons to be used in place of individual game tickets.
- Stored Value Cards. The cards will be produced by the Aggie One Card office and will be offered in various denominations for use through out the campus and athletics events. Goal partially achieved. We are currently upgrading our hardware and software in an effort to produce these cards more efficiently.
- Division/departmental and professional seminar identification badges. These badges will be produced by the Aggie One Card office on demand for a nominal fee. Goal partially achieved. We are currently upgrading our hardware and software in an effort to produce these cards more efficiently.

Assessment Measurements

Securing and identifying new revenue streams which are being continually assessed for integration with our current offerings and are as follows: Dole frozen fruit and yogurt combinations. A healthy addition to our convenience store. Goal partially achieved. We have identified a wholesaler but are assessing the probable location of the offering given our recent implementation of Freshens.

Assessment Procedures

Determine whether new sources of revenue have been identified and successfully implemented.

Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services is responsible for assessment procedures.

How findings from assessment data were used to improve the unit

The successful implementation of the new revenue streams which were identified contribute to scholarship dollars and provide a varied food offering for students and faculty/staff. This goal is ongoing.

4 Enhance contract and fiscal support services provided by Business Services units.

Outcomes Achieved/Results

Goal partially achieved. The Auxiliary office provides monthly financial statement meetings for certain other auxiliary units on campus. Scheduling certain individual financial statement meetings prior to the regular meeting with all participants has enhanced this service.

Assessment Measurements

Obtain feedback from financial statement participants regarding the regular and enhanced financial statement meetings.

Assessment Procedures

Receive verbal and if required written input/feedback from financial statement meeting participants.

Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services is responsible for assessment procedures.

How findings from assessment data were used to improve the unit

The implementation of the individual meetings with large auxiliary units to review financial data has increased the user's familiarity with the financial data.

5 Expand professional development opportunities and cross training for personnel in Business Services units.

Outcomes Achieved/Results

Goal partially achieved. During the 2002-2003 fiscal year managers reporting through this office were directed to offer increased, equitable professional development and cross training to personnel in their units.

Assessment Measurements

Managers are required to gain approval for professional development opportunities and to report attendance by personnel in their respective units in their annual report.

Assessment Procedures

Managers are required to gain approval for professional development opportunities and to report attendance by personnel in their respective units in their annual report.

Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services and each manager is responsible for assessment procedures.

How findings from assessment data were used to improve the unit

The assessment data provided insight regarding the impediments to achieving this goal for all applicable units.

University Mail Center

I. Brief Overview of the Department

Organizationally, the University Mail Center (UMC) is within the Division of Business and Finance reporting to the office of the Assistant Vice Chancellor for Business and Finance/Business Manager. The UMC office is physically located in the lower level of Brown Hall and is staffed by a Mail Center Supervisor, Processing Assistant III and five Mail Clerk II

positions. The UMC acts as a liaison between the University, the United States Postal Service and other mail type vendors.

II. Strategic Plan

Provide two deliveries per day to all administrative buildings; Provide mail boxes for Carver, Smith, Merrick and Gibbs hall; Expand the window service for faculty and students; Provide constant supervisory coverage in the Mail Center.

A. Vision Statement - The vision of the University Mail Center is to expand its building and services, thereby offering the university staff and students all mail services available to the general public. In doing so, we would increase revenue, provide complete service to our customers and save the university money.

B. Mission Statement - The Mission of the University Mail Center is to provide mail services, which support the University in its mission. In doing so, the Mail Center shall continue to offer the best possible user-friendly service within the scope of mail services. The UMC provides the following services to students and faculty/staff throughout the year.

- Postage stamps
- Certified mail
- Express mail
- Bulk mail
- Insured mail
- International mail
- Delivery confirmation
- Mobile stamp sales at Dowdy Building/Memorial Union

C. Goals/Objectives

1 Implement the use of one card system for the convenience of students.

Outcomes Achieved/Results

Goal not fully achieved. We are currently working with the One Card office to complete implementation.

Assessment Measurements

Determine the number of students with One Card and are using the system by reviewing the transactions reports as well as conducting student satisfaction survey questionnaires and the use of focus groups.

Assessment Procedures

Collaborated with the One Card office to assure infrastructure is in place to accommodate the One Card hardware.

Administration of Assessment Procedures

The Mail Center Manager, the One Card Manager and the AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

The full implementation of this goal will provide another method of paying for chargeable mail services for faculty, staff and students.

2 Improve and expand mail forwarding system.

Outcomes Achieved/Results

Goal partially achieved.

Assessment Measurements

Determine whether the mail forwarding system has been implemented by the number of pieces of returned mail received.

Assessment Procedures

Review information relating to the improvement/expansion of forwarding system.

Administration of Assessment Procedures

The Mail Center Manager and the AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

The full implementation of this goal will provide for more efficiency as relates to time and personnel resources when forwarding mail to students that no longer have a valid campus address.

3 Secure updated tracking system for packages and accountable mail within system.

Outcomes Achieved/Results

Goal not fully achieved. We are in process of accepting quotes from vendors.

Assessment Measurements

The procurement and use of a tracking system to conduct online audits and the evaluation of its efficiencies as it relates to personnel resources, departmental billing and time used to complete this process.

Assessment Procedures

The tracking system will be used to account for all packages and accountable mail.

Administration of Assessment Procedures

The Mail Center Manager and the AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

A tracking system will help the mail center improve in the areas of departmental billing and decrease the usage of personnel resources.

4 Continue to explore ways to further reduce delivery time and errors in handling mail.

Outcomes Achieved/Results

Goal partially achieved. Delivery times to departments have been reduced through the use of various means.

Assessment Measurements

Feedback from departments relating to mail delivery and periodic survey.

Assessment Procedures

Feedback from departments is reviewed to determine if comments require adjustments in mail delivery processes. Surveys, when administered, are used to determine overall satisfaction of customers.

Administration of Assessment Procedures

The Mail Center Manager and AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

Adjustments are made to mail routes to eliminate backtracking and use additional delivery carriers when mail is heavy.

University Purchasing Department

I. Brief Overview of the Department

The University Purchasing Office is a service unit within the Division of Business and Finance reporting to the Office of the Assistant Vice Chancellor for Business Services. The University Purchasing Office administers the procurement and travel functions, and is located on the second floor of the Dowdy Administration Building. The unit is staffed by a team of professional, dedicated employees. The University Purchasing office processed 4,901 purchase orders in fiscal year 2002-2003 totaling \$22,899,583. Eight (8) purchase orders totaling \$2,610,504 were forwarded to the NC State Purchase and Contract office for approval. These purchases exceeded the University's purchasing authority.

II. Strategic Plan

Identify and develop methods and procedures for improving the delivery of services in purchasing and travel areas. Conduct customer surveys. Encourage and support staff development and training of all personnel (Certification for Buyers). Conduct annual workshops to increase customer knowledge and continue cross training among staff members. Review departmental manuals and update to meet State and University regulations and guidelines

A. Vision Statement - To be recognized as a leader in the Educational industry in procuring quality supplies and services in the most economical and convenient way possible, while ensuring compliance with NC State and University policies.

B. Mission Statement - The Mission of the University Purchasing Office is to provide procurement and travel services to the University community in support of the University's mission.

C. Goals/Objectives

1 Increase spending with historically underutilized businesses

Outcomes Achieved/Results

Goal Achieved. The University goal of 12% was obtained during the 2002-2003 fiscal year by procuring \$5,803,548 of the University's total purchases of \$50,070,486 from HUB vendors.

Assessment Measurements

Goal attainment is measured in part by a quarterly report required by the Office of State Purchasing and Contract.

Assessment Procedures

The assessment measurements are used to track and report internally and externally University spending with HUB vendors. The University's minimum goal to be derived from HUB vendors, as stated in this policy, is 12% of the dollar amount of our purchases of goods and services.

Administration of Assessment Procedures

The Director of Purchasing, selected staff members and the AVC/Business Services are the persons responsible for administering assessment procedures.

How findings from assessment data were used to improve the unit

To help facilitate the increase in spending with Historically Underutilized Business a listing of preferred HUB Vendors was developed. This listing will assist the University's faculty and staff in identifying HUB Vendors for their products and service needs. A policy statement on the use of Historically Underutilized Business was developed. This policy is intended to define the direction A&T will set with regard to increased procurement from minority and women owned businesses.

2 Conduct a Minority and Women's Vendor Fair

Outcomes Achieved/Results

Goal Achieved. The Minority and Women's Vendor Fair was held on April 30 & May 1, 2003 in the Memorial Student Union. We had 56 vendors and 222 faculty/staff/students in attendance. This fair is held annually to acquaint the University faculty and staff with the different products and services available through minority and women owned businesses. Determine whether the vendor fair is held each year.

Assessment Measurements

Survey used to determine the number of attendee, satisfaction rate as well as the number of vendor that participated.

Administration of Assessment Procedures

The Purchasing Director and AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

The vendor fair is used to improve relations with HUB vendors and attract additional vendors and their services to our campus.

3 Conduct University Purchasing, Travel and Procurement Card Workshops for the 2002-2003 Fall and spring semesters

Outcomes Achieved/Results

Goal Achieved. A series of University Purchasing and Travel Workshops were conducted for the 2002-2003 fall and spring semesters. Procurement Cardholder Workshops were conducted for all cardholders on September 10, 19 & 26, 2002. These workshops are conducted annually to review the Procurement Cardholders Users Guide with current cardholders to acquaint them with the proper procedures for use of the procurement card. A survey was utilized to obtain feed back from workshop participants.

Assessment Measurements

A survey was utilized to obtain feed back from workshop participants.

Assessment Procedures

The attendees were surveyed regarding the level of satisfaction with the workshop contents, materials, visuals, length of sessions and what changes could be made to improve the workshops. Eighty percent (80%) of the attendees of the Purchasing Cardholders Workshop provided an overall satisfaction of very satisfied with the training sessions. Ninety percent (90%) of the attendees of the Purchasing and Travel Workshops assessed an overall rating of very good to excellent. They felt the content, visuals and materials provided were very helpful and useful in their activities.

Administration of Assessment Procedures

The Director of Purchasing and selected staff members are responsible for administering assessment procedures.

How findings from assessment data were used to improve the unit

The information obtained from the surveys was used to assess the adequacy of our current offering and focus and further identify areas the users identified for future workshops. Surveys were taken after each workshop for feedback and the surveys indicated that the workshops provided the necessary information for the faculty/staff to make informed University purchasing decisions.

Auxiliary Services Department

I. Brief Overview of the Department

Organizationally, Auxiliary Services resides in the Division of Business and Finance. The Department is supervised by the Director of Auxiliary Services. The Director reports to the Assistant Vice Chancellor for Business and Finance/Business Manager. The office is physically located in Room 141 of Williams Cafeteria. Auxiliary Services is staffed by six permanent employees and one temporary employee. The department acts as a liaison with the Division of Student Affairs and is a visible support unit on the campus providing essential services to students, faculty and staff.

II. Strategic Plan

Auxiliary Services developed a five-year financial statements projection for Housing depicting revenue and expenditures. This pro-forma statement has been used extensively in the long term strategic planning for University housing. Auxiliary Services will use the new housing financial strategic plan as a tool to project more accurately the long-term status of housing expenditures and revenue.

Auxiliary Services met with State Auditors and collaborated with Housing to develop the housing audit work plan necessary to address housing audit exceptions. Business management services were offered in developing new procedures to support the program expenditures and cash handling exceptions. The housing work plan will assist Auxiliary Services in monitoring housing business practices to ensure that similar audit findings do not occur.

Financial projections were prepared by Auxiliary Services to aid in the decision making process for determining the best options for temporary housing needed during the fall opening. Auxiliary Services assisted in the negotiations of the temporary housing contract for A&T students to reside in the Travel Lodge during the fall opening. The analysis prepared on temporary student housing allowed management to make cost effective decisions on the merits for contracting temporary student.

Auxiliary Services prepared fee increase financial statements and justifications for Athletics, Food Services, Housing, Parking, Campus Center and the Health Center. Proposals were submitted to the student body, cabinet, board of trustees and general administration. Fee justifications prepared by Auxiliary Services were approved. The fee increase justification prepared by Auxiliary Service was used as an essential tool for the campus fee committee to determine various fees for the upcoming year.

Extensive time was spent supporting the transition of the Athletics Administration with Business Management Services as well as assisting with the development of the athletics audit work plan. Auxiliary Services staff was permanently relocated to the athletics administrative offices to provide long-term financial services to the Athletics Department. The development of an Athletics work plan will allow Athletics/Auxiliary Services to monitor and track audit exceptions and improve business practices.

Auxiliary Services continues to provide monthly financial reports to various Auxiliary and Student Affairs units. Campus Police and Parking Services have been added to the list of units that Auxiliary Services now prepares financial reports for on a monthly basis. The monthly financial reports will allow Auxiliary Services to monitor the financial condition and integrity of all Auxiliary units.

A. Vision Statement - Auxiliary Services will provide the highest possible operational excellence in the next five years, while offering cutting edge innovative services to students, faculty, alumni, and staff of North Carolina Agricultural and Technical State University.

B. Mission Statement - The Mission of the Office of Auxiliary Services is to be student centered while providing administrative and fiscal supervision for student supported enterprises. The supervisory and analytical expertise necessary to decrease costs, increase revenues, productivity and efficiency in these enterprises are the primary directives in support of the University's mission.

C. Goals/Objectives

1 Negotiate Stadium Pouring Rights Contract.

Outcomes Achieved/Results

Goal achieved. In an effort to raise additional revenue for Athletics, Auxiliary Services drafted the first ever stadium pouring rights contract for Aggie Stadium.

Assessment Measurements

Number of contracts secured to determine whether the contract results in increased revenue from stadium pouring rights.

Assessment Procedures

Determine successful completion of project in range of desired projected revenue.

Administration of Assessment Procedures

The Auxiliary Director and the AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

The successful bidder on the contract was Coke and the contract was valued at \$10,000. This was the largest cash contract written for a vendor inside the stadium. The additional revenue will be used for student scholarships.

2 Renew Athletic/University Concession Contract

Outcomes Achieved/Results

Goal Achieved. Simple Elegance Catering was the successful bidder and the University signed a three-year agreement with the catering company out of Winston-Salem. The contract with Simple Elegance is valued at \$30,000 annually in cash and in-kind values.

Assessment Measurements

Successful completion of the concession contract within the range of desired projected revenue.

Assessment Procedures

Auxiliary Services drafted an exclusive campus wide concession RFP. The RFP for the first time combined the Athletics football, basketball and concessions with other major events such as Homecoming, Aggie Fest, and other Student Affairs events to make the concessions RFP the largest ever offered by the University.

Administration of Assessment Procedures

The Auxiliary Director and the AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

All revenues as well as in-kind benefits generated from this contract will support the Athletic budget and their delivery of services to athletes.

3. Improve Food Services Customer Satisfaction

Outcomes Achieved/Results

Goal partially achieved.

Assessment Measurements

Surveys are performed by the food service provider to determine the level of satisfaction from patrons.

Assessment Procedures

Survey results are summarized by the food service provider and disseminated to various on-campus constituencies. The results are used to target areas of improvement.

Administration of Assessment Procedures

The Director of Auxiliary Services, Sodexo's General Manager and the AVC/Business Services are responsible in part for administering assessment procedures.

How findings from assessment data were used to improve the unit

Improving the food services customer satisfaction ratings will support Auxiliary Services' efforts to expand the food service offerings and quality of food. Additionally, it supports our goal of operational excellence and the University's mission to remain competitive with peer institutions and their food services offerings.

4 Select New Branded Concepts and Manage Construction Project

Outcomes Achieved/Results

Goal achieved. Pizza Hut and Krispy Kreme were selected after conducting random student focus groups, surveys and national benchmarking. Auxiliary Services aggressively managed the construction project to make certain the two new concepts were ready for fall opening.

Assessment Measurements

The successful implementation and customer acceptance of the branded concepts selected. Surveys by Sodexo are used to assess satisfaction levels.

Assessment Procedures

Determine whether the concepts opened on time and whether customer satisfactions with the concepts are in line with university expectations. Considerable time and research went into the selection process. The addition of the two new retail franchises now gives North Carolina A&T four branded concepts. This is the first time ever that the University offers a wide selection of franchise eateries on campus. The partnership with Krispy Kreme is a record breaking historical agreement that makes North Carolina A&T the only historically black university and the only university east of the Mississippi with a full service Krispy Kreme.

Administration of Assessment Procedures

The Director of Auxiliary Services, Sodexo's General Manager and the AVC/Business Services are responsible in part for administering assessment procedures.

How findings from assessment data were used to improve the unit

The new food court in Williams Cafeteria will support Auxiliary Services' efforts to increase overall student satisfaction by adding variety and more options to our existing food service. They were added as a result of data from surveys.

5 Plan and Implement Grand Opening of Williams Cafeteria

Outcomes Achieved/Results

Goal achieved. The Auxiliary Services administrative staff spent countless hours planning the Grand Opening of Williams Cafeteria. The plan was executed with estimated attendance of 500 guests.

Assessment Measurements

Responses received from university administrators, students and guest in attendance at the grand opening was the primary assessment measurement used.

Assessment Procedures

Auxiliary Services and Sodexo personnel solicited verbal feedback from grand opening attendees.

Administration of Assessment Procedures

The Auxiliary Director, Sodexo's General Manager and the AVC/Business Services in part are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

The grand opening of Williams Cafeteria has greatly improved the environment in which we provide food services to students, faculty/staff and guests.

6 Renew Housing Laundry Contract

Outcomes Achieved/Results

Goal achieved. Auxiliary Services successfully negotiated an agreement with McGray Laundry Services to accomplish the objectives of increasing revenue and enhancing laundry services.

Assessment Measurements

The assessment measurement is on going. We project that revenue should increase by \$6,150 over the previous year. Additionally, the renovation of selected laundry room spaces in the residence halls will be used as a measuring tool.

Assessment Procedures

Assessment procedures include monitoring laundry room revenue and the number of laundry rooms renovated in residence halls.

Administration of Assessment Procedures

The Auxiliary Director and the AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

We are projecting that renovation of selected laundry rooms will attract more students to our laundry services areas. An increase in the number of customers using our services should also contribute to increase revenue.

7 Increase Athletics Vending Revenue

Outcomes Achieved/Results

Goal achieved. Auxiliary Services implemented a more aggressive football vending strategy in Aggie Stadium for 2002-2003, which resulted in generating a \$9,650 increase in stadium vending revenue.

Assessment Measurements

The assessment measurement is on going. The number of vendors registering for spaces in Aggie Stadium and vending revenue will be the primary methods of assessment measurement and revenues generated.

Assessment Procedures

Assessment procedures include monitoring stadium vending revenue and the number and type vendors registering for vending space in Aggie Stadium.

Administration of Assessment Procedures

The Auxiliary Director, the Vending Coordinator and the AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

The increase in stadium vending revenue will be used to support the Athletics budget and the financial requirements necessary to remain a Division I-AA Athletics Program.

8 Revise Campus Vending Procedures

Outcomes Achieved/Results

Goal achieved. Vending procedures were revised to better manage and control licensed vendors on campus. Vending conditions as well as rules for vending setup were developed and issued to vendors. Campus vending revenue increased \$6,125.

Assessment Measurements

The number and type of complaints received and vending revenue increases.

Assessment Procedures

Auxiliary obtains feedback from Facilities and Student Affairs regarding the strategy implemented. Vending revenue is monitored at least monthly.

Administration of Assessment Procedures

The Auxiliary Director, Vending Coordinator and the AVC/Business Services are the persons responsible for administering the assessment procedures.

How findings from assessment data were used to improve the unit

The revised campus vending procedures improved Auxiliary Services' overall process and management of on-campus vendors through the use of better controls and documentation.

Aggie One Card Center

I. Brief Overview of the Department

The Aggie One Card Center provides planning, implementation, enhancements, maintenance and technical support for all card related services on campus such that the University can best serve its customers. In order to provide such services, the Center set a number of goals that it wanted to achieve during the 2002-03 fiscal year. The Center reports to the Directorate of Auxiliary Services, which in turn, reports to the Assistant Vice-Chancellor of Business and Finance. The Technical staff also reports to the Directorate of Systems and Networking, which in turn, reports to the Associate Vice-Chancellor of Information Technology and Telecommunications.

II. Strategic Plan

Several strategies were implemented in order to continue the increase use of the Aggie One Card on campus. In 2002-2003, Auxiliary Services incorporated a funding strategy to upgrade the One Card infrastructure so that the University would be in a position to add new services in the immediate future. Three leases were entered into with Diebold to support enhancing the One Card infrastructure. As a result, CS Gold, Micros Cashiering System and Door Access were purchased. Developing strategies to increase student, faculty and staff use of the One Card will improve the efficiency in the delivery of One Card Services and increase the use of technology.

A. Vision Statement - The Aggie One Card office strives in the next five years to be a leader in higher education through creating an exciting technological environment that encourages, enhances and rewards effective, efficient, and flexible use of the one card technology.

B. Mission Statement - The mission of the Aggie One Card Center at North Carolina A&T State University strives daily to create a positive atmosphere and provide caring services that allow students to thrive in a safe, welcoming and supportive University environment. Through our work within the Division of Business and Finance, we are proud to provide and maintain the campus card services, which in turn support the successful operation and on-going prosperity of North Carolina A&T State University. In essence, our work is integral to the University's mission of service, student development and outreach.

C. Goals/Objectives

1 Review status of the Campus Card program including scope of current applications, system interfaces, marketing, off-campus options, access, compliance with Regulation E and potential for a banking relationship which will enable transfer of funds from a student's Wachovia account (checking) to his/her Aggie One Card account electronically.

Outcomes Achieved/Results

Goal partially achieved. This goal is on going due to staff resource limitations.

Assessment Measurements

Completion of new applications received and through the administration of a satisfaction survey.

Assessment Procedures

The One Card Manager provides periodic reports via managers meetings and one-on-one sessions with the Auxiliary Director and/or the AVC/Business Services as applicable during the fiscal year.

Administration of Assessment Procedures

The Auxiliary Director, One Card Manager and AVC/Business Services are the persons responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The partial assessment data obtained is being used as the basis to upgrade our current system to provide a more efficient service to the university community.

2 Assure a smooth transition from the existing DOS based door access system to the access control module of the Diebold system.

Outcomes Achieved/Results

Goal partially achieved (90%). This goal is on going due to fiscal resource limitations.

Assessment Measurements

Number of complaints received.

Assessment Procedures

New hardware and software, rewiring and successful data conversion.

Administration of Assessment Procedures

The Auxiliary Director, One Card Manager and AVC/Business Services are the persons responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The superior performance of the new system has laid the foundation to significantly improve service efficiency in the door access area.

3 Continue to streamline the operational and systems interfaces between access and auxiliary functions.

Outcomes Achieved/Results

Goal achieved. Development of some custom Oracle reports has greatly simplified the procedure that was used for balancing card sales and cash handling.

Assessment Measurements

The number of times the daily balancing reports were accurate and the time allotted for completion via observation and feedback from managers.

Assessment Procedures

The One Card Manager provides periodic reports via managers meetings and one-on-one sessions with the Auxiliary Director and/or the AVC/Business Services as applicable during the fiscal year.

Administration of Assessment Procedures

The Auxiliary Director, One Card Manager and AVC/Business Services are the persons responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

Findings have resulted in reduced staff frustration and staff overtime that was allocated to daily balancing.

4 Continue to provide timely customer service in the most effective and efficient manner.

Outcomes Achieved/Results

Goal partially achieved (90%). The One Card Office minimized bottlenecks and expedited the time for granting card privileges during school opening.

Assessment Measurements

Primary assessment measurement used was feed back from students and faculty/staff regarding enhanced procedures. Revised procedures and elapsed time for receiving cards from picture taking to card receipt by students and faculty/staff.

Assessment Procedures

Past indicators of dissatisfaction have been in the form of observations of the long lines and verbal and written complaints.

Administration of Assessment Procedures

The Auxiliary Director, One Card Manager and AVC/Business Services are the persons responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The unit did not formally document assessment procedures. However, satisfaction indicators in the form of decreased complaints and shorter or no lines indicate some degree of success in the direction the unit is heading.

5 Explore innovative ways to increase revenues on campus.

Outcomes Achieved/Results

Goal partially achieved. This goal is on going due to staff resource limitations.

Assessment Measurements

The number of new revenue streams and the amount of revenue increase.

Assessment Procedures

A log will be kept of the revenue streams that have been identified or implemented.

Administration of Assessment Procedures

The Auxiliary Director, One Card Manager and AVC/Business Services are the persons responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

Identifying additional revenue streams will provide the unit with additional fiscal resources to implement desired customer based enhancements.

6 Enhance staff knowledge and training on all aspects of the Diebold Door Access module and increase the staff's Oracle 9i knowledge base.

Outcomes Achieved/Results

Goal partially achieved. This goal is on going due to staff resource limitations.

Assessment Measurements

Staff attendance at approved training conferences and completion of identified goal components. The evaluation of training using a program/training evaluation form.

Assessment Procedures

The One Card Manager provides periodic reports via managers meetings and one-on-one sessions with the Auxiliary Director and/or the AVC/Business Services as applicable during the fiscal year. Evaluation forms are distributed at the end of each training.

Administration of Assessment Procedures

The Auxiliary Director and the One Card Manager are the persons responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

Increase in staff's ability to use the door access module and Oracle 9I will lead to superior monitoring of the software and lessen our reliance on the Diebold Help Desk.

7 Increase marketing efforts to improve the visibility and usage of the Aggie One Card (goal partially achieved) and streamline timeliness and accuracy of vendor payments (goal achieved).

Outcomes Achieved/Results

Goal partially achieved. The One Card marketing efforts are on going. Fiscal resource limitations and staffing are being addressed. As relates to vendor payments, debit plan deposits increased 28% over the previous fiscal year and book allowance usage increased 62% for the same period.

Assessment Measurements

Knowledge of the various plans available to students and staff and increase in plan usage through the use of random audits and transaction logs.

Assessment Procedures

Monitor and provide card usage for comparative periods. Survey university community regarding One Card plans and services.

Administration of Assessment Procedures

The Auxiliary Director, the One Card Manager and the AVC/Business Services are the persons responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

Increased usage by patrons provides the One Card Office with indicators of what programs are most desirable by students and staff. Surveys provide feed back regarding One Card plans and services.

University Ticket Office

I. Brief Overview of the Department

The University Ticket Office is one of three units within Auxiliary Services. The office is physically located in the upper level of Brown Hall, adjacent to the bookstore, and reports to the Director of Auxiliary Services. The Auxiliary Director reports to the Assistant Vice Chancellor for Business and Finance/Business Manager.

II. Strategic Plan

The University's Internal Auditor recommended that the contract for the Ticket Master system not be renewed due to accounting deficiencies. Auxiliary Services researched and reviewed several ticketing systems prior to selecting a new system. The selection criteria for the new ticketing system included web based ticketing, good accounting reports and on demand ticketing and affordability. The committee chose Tickets.com based on the company meeting all of the above criteria. Tickets.com was implemented in August and went live for the 2002-2003 Aggie

football season. Staff training as well as the upgrading of the hardware was not officially completed until spring. Auxiliary Services is planning for phase two of the ticketing system that will offer Web based ticketing. This feature will be available for the next Aggie football season. The new ticket system (tickets.com) will allow the ticket office to reduce cost, enhance reports and improve overall ticket office accounting.

A. Vision Statement - The University Ticket Office will continue to strive to be a quality ticket selling operation. We hope to expand our services that it reaches throughout the Greensboro area and all areas that encumber the Aggie family.

B. Mission Statement - The Mission of the University Ticket Office is to support the Department of Athletics and the campus community by managing and promoting the selling of tickets to Athletics and other University events. The Ticket Office will provide professional, courteous, and quality service to students, faculty, staff and the surrounding community.

C. Goals/Objectives

The University Ticket Office achieved 90% of its goals for the 2002-2003 fiscal year. Our ability to handle the high volume of telephone orders was partially hindered by not having enough telephone lines to handle the call volume and personnel to man the telephones. The University Ticket Office was able to make tickets available to the University public for a variety of events including alumni dances/ concerts, homecoming concerts and step shows, athletics events and live plays. The unit also managed ticket sales for a weeklong student sponsored Aggie Fest activity.

1 Provide accessibility to tickets and information for external and internal customers.

Outcomes Achieved/Results

Goal achieved. The ticket office closes at 6:00pm making the service very convenient to purchase tickets or just to stop by the office to pick up information with very little travel involved.

Assessment Measurements

Comments from customers via face-to-face interaction, email and/or telephone.

Assessment Procedures

Comments are reviewed by Ticketing staff and/or Auxiliary Director

Administration of Assessment Procedures

The Ticket Manager and Auxiliary Director are primarily responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

Comments are reviewed for methods to enhance ticketing services.

2 Have personnel in place to accept high volume telephone orders.

Outcomes Achieved/Results

Goal achieved. Temporary personnel were hired to augment regular ticketing staff during periods when large volumes of telephone orders are anticipated.

Assessment Measurements

Comments from customers via face-to-face interaction, email and/or telephone.

Assessment Procedures

Comments were reviewed by Ticketing staff and/or Auxiliary Director.

Administration of Assessment Procedures

The Ticket Manager and Auxiliary Director are primarily responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The Ticket Office use data received from ticket buyers to enhance ticketing services.

3 Improve communications with all areas on campus and develop positive relationships with sister universities within the UNC School System and surrounding areas.

Outcomes Achieved/Results

Goal achieved. The Ticket Office communicated with customers via list serve, email and face-to-face. The office shared concerns and exchange different ideas on similar situations encountered with other university ticket offices.

Assessment Measurements

Comments from customers via face-to-face interaction, email and/or telephone.

Assessment Procedures

Comments are reviewed by Ticketing staff and/or Auxiliary Director.

Administration of Assessment Procedures

The Ticket Manager and Auxiliary Director are primarily responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

Interaction with customers and other ticketing offices has help improve customer services.

4 Install and train personnel on a new ticketing system.

Outcomes Achieved/Results

Goal achieved. Ticket Office personnel have received ongoing training on the new ticketing system.

Assessment Measurements

The Ticket Manager administers evaluation forms to evaluate the effectiveness of the training.

Assessment Procedures

Reports are provided at monthly managers meeting.

Administration of Assessment Procedures

The Ticket Manager and Auxiliary Director are primarily responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The upgraded information obtained by ticketing personnel improves customer services.

University Book Store

I. Brief Overview of the Department

The University Bookstore is one of three units reporting to the Office of Auxiliary Services. The bookstore is physically located in the upper level of Brown Hall adjacent to the University Ticket Office. The following services are provided to students and faculty/staff throughout the year:

- Textbook Buybacks
- Free Notary Service
- Textbook Reservations
- Computer Consultation and Sales
- On-line Office Supply Ordering
- On-line Ordering of Clothing and Gift Merchandise
- Aggie Convenient Store (ACS)
- Alumni Catalog Mail Order Service

II. Strategic Plan

Several strategies were adopted in an effort to improve overall Bookstore customer service ratings. First the Bookstore Advisory Committee was continued in an effort to promote better communication with the students, faculty and staff. The primary focus of this committee was to address student and faculty concerns as well as bookstore policy concerns. The committee met regularly to develop the opportunity to present recommendations to the Provost and Deans Council. This strategy proved to be very beneficial. Textbook ordering strategies also were changed to reduce instances in which the bookstore inventory on hand reached zero.

A. Vision Statement - In the next five years, North Carolina Agricultural and Technical State University Bookstore will be a leader amongst higher-education schools in bookstore sales, services and customer satisfaction offered.

B. Mission Statement - The Mission of the University Bookstore is:

- To provide students, faculty/staff and University administration with a full service University Bookstore.
- To make available the books and supplies needed by all North Carolina Agricultural and Technical State University's students at the appropriate time and in quantities adequate to meet the demand, in every curriculum.
- To meet the financial responsibilities of a self-supporting unit of North Carolina A&T State University.
- To ensure continuous exceptional service through good management practices and responsible planning of both capital funding and faculty requirements.

C. Goals/Objectives

1 Creating an E-Commerce Bookstore Website

Outcomes Achieved/Results

Goal achieved. The Bookstore developed and created a new website called Campus Hub. The Campus Hub was launched in December 2002 with extensive prior planning and marketing.

Assessment Measurements

The number of hits to the website as well as the number of orders placed via the website verses other avenues.

Assessment Procedures

The successful implementation and operation of the bookstore website.

Administration of Assessment Procedures

The Bookstore Manager, Auxiliary Director and AVC/Business Services are responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The implementation of e - commerce has increased the Bookstores revenue and also improved textbook services to the University Community. This e-commerce solution allows the bookstore's customers (students, faculty, alumni and staff) to order imprinted clothing and gift merchandise in a secured environment via the bookstore's website 24 hours a day. Significant planning, time, effort and coordination went into this project.

2 Enhance Communication with the Faculty and Staff

Outcomes Achieved/Results

Goal achieved. The Bookstore had an opportunity to present invaluable textbook information such as textbook sale through percentage, process for ordering textbooks, new textbook policies and procedures, etc., at the Deans' Council meeting during spring semester 2003. The Bookstore also made a visit to the School of Education departmental meeting and presented pertinent bookstore information there as well.

Assessment Measurements

Comments received from the Provost, Deans Council and faculty/staff as relates to the new process for ordering textbooks.

Assessment Procedures

Review of comments from targeted groups as relates to new textbook policies and procedures.

Administration of Assessment Procedures

The Bookstore Manager, Auxiliary Director and the AVC/Business Services are responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

Assessment findings have improved the communication between the Bookstore, faculty, staff and students by creating a forum where all ideas and concerns are openly expressed.

3 Increase Percentage of Textbook Requisitions Submitted On Time

Outcomes Achieved/Results

Goal achieved. The percentage of textbook requisitions received from the campus departments by the established deadline significantly improved this past academic year. The fall 2001 textbook requisition submission percentage was 41% compared to 79% for fall 2002. The spring 2002 textbook requisition submission percentage was 73% compared to 89% for the spring 2003 semester.

Assessment Measurements

The number of textbook requisitions received from the campus departments by the established deadline.

Assessment Procedures

Track the number of textbook requisitions received from campus departments by the established deadline.

Administration of Assessment Procedures

The Bookstore Manager and the Auxiliary Director are primarily responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The increased percentage of textbook requisitions submitted on time has resulted in lower cost for textbooks and improved service by having textbook available in a more timely manner.

4 Increase Bookstore Revenue

Outcomes Achieved/Results

Goal achieved. The Bookstore exceeded its budgeted sales amount for fiscal year 2002-2003 by approximately 7.29%.

Assessment Measurements

Review of Bookstore revenue monthly.

Assessment Procedures

Track and assess Bookstore revenue monthly or more frequently.

Administration of Assessment Procedures

The Bookstore Manager, Auxiliary Director and the AVC/Business Services are responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The increased revenue supports the Bookstore's mission of providing quality textbook and merchandise to the university community.

5 Offer the Textbook Reservation Program to all Classifications of Student on Campus

Outcomes Achieved/Results

Goal achieved. The Bookstore in spring 2003 allowed all students to order their needed textbooks via the bookstore's website. This program was only available to incoming freshmen in previous semesters. Approximately 50 students from all classifications participated in the program during spring 2003.

Assessment Measurements

The number of students using the textbook reservation program.

Assessment Procedures

Track and assess the success of the program by the number of participating students.

Administration of Assessment Procedures

The Bookstore Manager, Auxiliary Director and the AVC/Business Services are responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The Textbook Reservation Program via Campus Hub has helped to increase textbook sales by allowing students to make textbook reservations on line. This program cut down on the "wait" time for students, and made the process faster and simpler for freshmen.

6 Make More Used Textbooks Available

Outcomes Achieved/Results

Goal partially achieved. The Bookstore was not able to make as many used textbooks available this year as it had planned because several courses taught had books that converted to new editions.

Assessment Measurements

The number of used text in the bookstore's inventory that is available for sale.

Assessment Procedures

The Bookstore Manager is charged with providing periodic reports to the Auxiliary Director as relates to the used book inventory.

Administration of Assessment Procedures

The Bookstore Manager and Auxiliary Director are primarily responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

Increasing the utilization of a greater percentage of used textbooks in our marketing mix allowed the store to maintain competitive pricing policies.

7 Set Up the New Aggie Gift Shop

Outcomes Achieved/Results

Goal achieved. The Aggie Gift Shop opened on August 1, 2002 on schedule.

Assessment Measurements

Successful opening of the gift shop at the designated time.

Assessment Procedures

Successful opening and operation of the gift shop.

Administration of Assessment Procedures

The Bookstore Manager, Auxiliary Director and the AVC/Business Services are responsible for the administration of assessment procedures.

How findings from assessment data were used to improve the unit

The completion of the gift shop provides an additional venue for marketing merchandise sold by the Bookstore.

COMPTROLLER DEPARTMENT

I. Brief Overview of Department

The Comptroller's Office is one of four major offices that report directly to the Vice Chancellor for Business and Finance. The office has the responsibility for maintaining the University's official accounting records and for providing administrative direction in the areas of University Accounting, Contract and Grant Accounting, Accounts Payable, Financial Reporting, Treasury/Student Accounts Receivable, and Systems Development. In particular, the Comptroller's Office oversees the following six activities: (1) the preparation, content, maintenance, and control of the University's chart of accounts; (2) the payment of the university's legally incurred obligations; (3) the monthly distribution of budget and expenditure reports to the appropriate state agencies and departments of the University; (4) the preparation and interpretation of internal and external financial reports concerning the University; (5) the entry of all financial data required for the computerized Financial Records System, and; (6) financial contract and grant management.

II. Strategic Plan

A. Vision Statement - We strive to understand our customer's needs, take a leading role in addressing those needs, and consistently meet or exceed agreed-upon levels of service.

B. Mission Statement - The mission of the University Comptroller's Office is to provide an effective and efficient accounting operation and quality fiscal support of the instructional and research mission of the University, and seek to achieve excellence in all phases of operation as encouraged by the University's FUTURES initiative. This mission operates within the framework of the goals of the Division of Business and Finance.

Values

- **Teamwork**: Act as a team player; ensure that, where appropriate, confidentiality will be respected in the performance of responsibilities; include all affected parties in planning and decision-making processes on matters that concern them and their work.
- **Service**: Act fairly, consistently, ethically, honestly and professionally; treat everyone with respect, trust, consideration, and compassion; serve others as we would like to be served; provide competent, trustworthy, people-sensitive, services/leadership in our area of responsibility; develop and maintain open communications with all relevant parties.
- **Process Improvement**: Continually search for better ways of doing business, i.e., employ process review on an ongoing basis; maintain and promote fiscal integrity and accountability; hold appropriate parties accountable for the legal and competent performance of their duties.
- **Human Resources**: Enable staff to perform efficiently and effectively by providing training and support; recognize achievements or contributions; encourage employees to realize their potential.

C. Goals/Objectives

The Comptroller's Office uses the goals and objectives of the Division of Business & Finance as a foundation for its own goals and strategic plan. Some of the Divisional goals which guide the strategic plan of the Comptroller's Office include:

- Investigate, evaluate, and implement systems that will promote efficient productivity,
- Foster an atmosphere that encourages and facilitates communication and collaboration among and between Division and University units/employees,
- Schedule periodic training to assist the University community in maintaining high levels of procedural and financial system expertise,
- Focus on increasing office automation and use of computer workstations,
- Encourage and support staff attendance at professional development and customer relations service workshops for all employees,
- Continue to promote an environment for excellence.

The Office has made attempts to implement systems that would promote efficiencies and has found that the University community is welcoming change for the better, and is willing to be flexible and supportive in the development and implementation of needed operational efficiencies. Because there remains much work to be done to accommodate University growth, one of the goals of the Comptroller's Office is to continue to press for productivity changes, communicate those changes, and work in a collegial fashion for the betterment of our students.

During the 2002-03 year, the Comptroller's Office addressed the following goals--in conjunction with Division and University initiatives--in order that positive, beneficial changes take place.

1 Implement the Governmental Accounting Standards Board (GASB) reporting model, inclusive of asset depreciation, in the preparation of the 2002-2003 financial statements.

Outcomes Achieved/Results

The cash basis financial records for the 2001-2002 Fiscal Year were efficiently closed in July and the required State reporting deadlines were met. The annual financial statements and footnotes worksheets were delivered to the Office of the State Controller on August 30, 2002 as requested. The formal financial statements were made available for distribution in January. Preparation to assemble the financial statements using the new model promulgated by GASB required a significant amount of study and training. Significant tasks required of our Reporting Department included the implementation of depreciation of our fixed assets, modification of the University's chart of accounts to accommodate the additional reporting requirements, developing new trial balance reports, and restating the June 30, 2001 financial reports to facilitate the analysis of financial operations - all successfully accomplished.

Assessment Measurements

Assessment measures include audits and feedback from our state auditor, the UNC Office of the President, and the Offices of the State Controller and State Budget on a yearly basis.

Assessment Procedures

Assessments are received by the Chancellor, Vice Chancellor for Business & Finance, Comptroller, and Reporting Director by correspondence.

Administration of Assessment Procedures

The Comptroller is responsible for administering the assessment procedures as applicable.

How findings from assessment data were used to improve the unit

One audit recommendation for improvement indicated that a second accountant should be added to the reporting staff to improve the timeliness of data compilation and to facilitate efficiency and accuracy. This recommendation was implemented, as an accountant position was created and filled in the department. This goal is completed.

2 Assist the University Athletics administrative team in preparation for the NCAA accreditation process.

Outcomes Achieved/Results

The Comptroller's Office held a leadership role in the Department of Athletics' NCAA Re-certification process. The Comptroller, as a member of the steering committee, lead the broad-based Fiscal Integrity Subcommittee, and the Director of Reporting provided most of the financial data required by the NCAA for this self-study process, which took over a year to finalize.

Assessment Measurements

The NCAA Certification Committee provided oral and written feedback to the NC A&T certification team.

Assessment Procedures

Recommendations were made for improvement of the Athletics operation, but no additional information was required from the Comptroller's Office.

Administration of Assessment Procedures

Several of the recommendations and mandates for Athletics will require assistance from the Comptroller's Office. The Athletics Director is responsible for the assessment administration.

How findings from assessment data were used to improve the unit

This goal is completed, but follow-up assistance will be a goal for 2003-04. The Comptroller's Office will continue to monitor the fiscal integrity and the operational procedures of the Athletic department.

3 Evaluate office and records storage space requirements and take steps to address needs.

Outcomes Achieved/Results

The Accounting Offices on the second floor of Dowdy completed their first facilities renovation in over a decade. This has enhanced the professional appearance of the office, provided more operating space for the current staff, and has raised staff morale.

The space requirements of a growing financial administration mean that records retention and storage methods must continue to be examined. Office space must be re-evaluated in the near future to continue providing an adequate work area for the staff.

Assessment Measurements

Staff and Management verbal and written feedback.

Assessment Procedures

The Comptroller's Office staff provided feedback and evaluation.

Administration of Assessment Procedures

The Vice Chancellor is responsible for administering the assessment procedures as applicable.

How findings from assessment data were used to improve the unit

The Office renovation is considered a success, though University growth will necessitate that this area will need re-evaluation in the near future. This goal is completed, but should reappear in no more than three years.

4 Begin preparing for the implementation of the Banner ERP for Finance.

Outcomes Achieved/Results

To prepare for the implementation of Banner Finance, we have taken an active role in reviewing and documenting our business processes. Assisted by a team sponsored by the Division of Information Technology and Telecommunication, eight key finance processes were analyzed. The outcomes of this Business Process Analysis (BPA) were forwarded to the UNC Alliance Workgroup, of which we are a member that is assembling a “best practices” document for the University’s system.

Additional work to be completed in the 2003-04 fiscal year includes formulating a new system-wide chart of accounts format and a “shared data” protocol in which all University divisions must be involved, because the Banner system utilizes a common database. The magnitude of the Banner project is requiring significant analysis of our fiscal and human resources available for implementation.

Assessment Measurements

The “Alliance” group of thirteen universities and the campus implementation Steering Committee will provide feedback concerning the implementation and progress made on each finance module according to the specific project timelines that were established.

Assessment Procedures

The Steering Committee meets regularly to assess progress, reports to the Chancellor’s Cabinet.

Administration of Assessment Procedures

The Comptroller provides oversight for this project. Implementation is just getting underway, and will be a major goal for the next two years.

How findings from assessment data were used to improve the unit

The initial findings were used to determine if the project was on schedule. The data were also used to determine if there was a need to refocus on the procedures and the need for staffing to ensure that the specific timelines were on target. Project completion will provide the benefits of a sophisticated, robust ERP solution.

5 Initiate a data warehousing project (with Computer Center or Systems Development) to reduce/eliminate several paper-based reports that can be accessed electronically.

Outcomes Achieved/Results

The Department fully implemented the availability of the Financial Record System (FRS) e~Print data warehouse to all campus users. We now estimate that e~Print, a report distribution system that utilizes a secure web-based technology for presenting existing text reports within

minutes after they have been produced, is saving the University over \$25,000 annually in paper, toner, microfiche, and personnel costs. Additionally, e-Print files can be copied to CD-ROM as well as stored online for several years, eliminating much of the need for archiving printed reports.

Assessment Measurements

Cost savings to the department and feedback from the university community.

Assessment Procedures

Identify the number of reports transferred from paper-based to electronic submission.

Administration of Assessment Procedures

The Comptroller and Systems Development Director were responsible for seeing that this goal was met.

How findings from assessment data were used to improve the unit

The goal is completed, and its success in the Finance area will probably mean that we will place expansion to other systems reports as a goal for the next fiscal year.

6 Obtain additional quality PC's for staff.

Outcomes Achieved/Results

The Systems Development staff continues to keep the Comptroller's Office operationally abreast of current technology in a fiscally responsible manner. The Office purchased and installed approximately 22 new computer systems or their components during the year.

However, new monitors were purchased only to replace monitors that were failing. The cost savings allowed additional computers to be purchased for those who needed them. An additional 15 PC's are needed in the next fiscal year to complete the upgrade of the entire office.

Assessment Measurements

The assessment measure is a PC retention and upgrade schedule maintained by the Comptroller and Systems Development Director.

Assessment Procedures

Evaluation of the PC inventory as compared to the upgrade schedule.

Administration of Assessment Procedures

The Comptroller and Systems Development Director were responsible for seeing that this goal was met.

How findings from assessment data were used to improve the unit

Benefits of having up-to-date and efficient desktop computers has improved productivity and efficiency. This will remain a goal until all Office PC's have been upgraded (pending budget availability). The Banner project will also require re-evaluation of PC capability requirements, as it is a web-based system

7 Continue to expand role of educating campus to utilize approved efficiency initiatives employed by the Comptroller's Office.

Outcomes Achieved/Results

At the request of and in conjunction with the Division of Academic Affairs, the Comptroller, Budget & Planning, and Human Resource Offices conducted a half-day training session for Academic Affairs administrative personnel. Training included policy updates, reminders of important year-end close procedures and deadlines, and dialogue concerning processes that could be improved. The session was very well attended, and proved to be a positive link in the Division's Futures goal of "Operational Excellence". The Accounts Payable and Systems Development staff conducts training sessions as requested or as needed (based upon our observation of University departmental needs) throughout the year.

Assessment Measurements

Feedback from workshop questionnaires and assessments are the main assessment measures.

Assessment Procedures

Attendees completed a workshop assessment questionnaire at the end of the training, which is administered by the Staff Development Office.

Administration of Assessment Procedures

The Staff Development office in Human Resources was responsible for the administration of the questionnaires.

How findings from assessment data were used to improve the unit

This goal must be continued in the next fiscal year. The results of these evaluations were extremely positive. However, audit findings pertaining to Housing and Athletics indicate that further communication of procedures is required.

8 Investigate, evaluate, and implement systems that will promote efficient productivity. As part of the process, use collaboration, communication, and education to create systems that are effective, efficient, well received and clearly understood by all affected units.

Outcomes Achieved/Results

A collaborative effort among the University Accounting, Contracts & Grants Accounting, Treasurer, and Financial Aid Offices resulted in a more efficient and automated method to process student scholarships provided by grants. The process expedited the charging of financial accounts, payment of scholarships, and processing of student scholarship refunds by reducing paperwork and automating transaction feeds. The student registration and refund cycles have been significantly improved by this innovative enhancement.

- The Division's Payroll Team has completed several process enhancements this year. Two of the more significant processes include the change of summer employment faculty pay to a special payroll, thereby minimizing the matching benefit costs to grants during the summer; and the use by Payroll and Benefits of the State Health Plan's Blue E Program (online entry of health insurance changes), with the expectation that reconciliation time will decrease from three or four days to one day once full implementation occurs.

For the calendar year ending December, 2002 the Payroll Department processed a payroll of \$74,790,873 for 4,078 University employees.

- The Treasurer's Office, in conjunction with the Enrollment Management Team, attempted to expedite the issuance of student refund checks at registration, in order to reduce the enormous student lines and waiting period. The plan called for students to come to the gym for pickup based upon hours assigned to social security number ranges. Over 4,000 checks were issued, but no reduction in the waiting period was seen. Exit surveys of the students, and staff distributing the checks, indicated that despite adequate knowledge of the plan, students ignored the assigned hours.
- The University Accounting Office and Bookstore staff took a team approach to successfully resolve payment issues associated with Bookstore stock vendors. The team negotiated a strict timeline for ordering re-sale items and processing subsequent invoices for payment, so that the Bookstore will be able to maintain an adequate supply of items at all times.

Assessment Measurements

Departmental, Administration, student, and audit feedback are the main assessment measures.

Assessment Procedures

Surveys are taken from the sophomore and senior students as administered by Institutional Research and customers in the Dowdy Building are surveyed by Human Resources.

Administration of Assessment Procedures

The results are acted upon by the Enrollment Management Team. As a result of the exit surveys of students and staff observation during the student refund process, the process was revisited by the Treasurer's Office. The Treasurer's Office will attempt to implement direct deposit of student refunds beginning with the Fall 2003 semester. Student refunds will be directly deposited into each student's designated checking account at the financial institution of their choice. Incentives to sign up for direct deposit included a drawing for University Bookstore gift certificates in the amount of \$100.00, \$50.00, and \$25.00, and communication that students on direct deposit will receive their initial refunds one week earlier than students who are not on direct deposit. Students began signing up for the service before the Spring 2003 semester ended and there are currently 450 students enrolled in the direct deposit service.

How findings from assessment data were used to improve the unit

Because this goal provides continuing benefits to the operations of the University and the students it serves, and because it represents one of the core values of the Office, this goal will be repeated in following fiscal years. This process must be revisited and alternative approaches explored in order for this customer service problem to be remedied.

9 Evaluate structure of Comptroller's Office in relation to workload, growth, etc.

Outcomes Achieved/Results

- To enhance the workflow processes and effectively accommodate an increase in work volume, the Contracts & Grants Office created and filled a new accountant position in January.

- The Accounting Office also modified its processes, changed its filing systems, and increased the number of check cycles run during the week to accommodate special transaction types and provide better payment services to its customers. The number of emergency checks requiring manual processing has been significantly curtailed, and overall check processing time has been reduced by nearly 50%.
- The Financial Reporting department created and filled accountant position in order to continue its critical role of timely and accurate compilation and reporting of University financial information.

Assessment Measurements

Through verbal and written Administration and vendor feedback, audit comments, consultant recommendations, and Comptroller observation are the main assessment measures.

Assessment Procedures

Audit comments provide the main documentation, though operational requirements must be met based upon observations and verbal feedback from constituents.

Administration of Assessment Procedures

The Comptroller and unit supervisors are responsible for the assessment.

How findings from assessment data were used to improve the unit

The assessments indicated that new positions were needed in both the Contract & Grants Office, and the Reporting Department. Check processing also seemed to be lagging in timeliness. As a result, funding was obtained to create the positions as noted, and modification of the check process produced positive results, as noted. This goal was successfully implemented, but will remain because of its ongoing benefits.

10 Develop office supervisors and staff to take greater roles in operational decisions, and functions. Encourage staff development, particularly in areas of customer service, leadership, and PC proficiency.

Outcomes Achieved/Results

- Student Loans/Collections Manager Yvonne Mitchell, was featured in a full-page article in the April 2003 edition of the AMS Servicing Group Update, a monthly newsletter published for all colleges and universities whose Perkins Loans are serviced by Academic Management Services (AMS). She was also invited to speak at the “Building Collaborative Bridges” Symposium held in Miami February 18-20. The symposium provided a venue for minority-serving institutions to discuss and build strategies to help them address accessibility, retention, and student loan default issues. Ms. Mitchell discussed HBCU issues.
- Head cashier Angela Spence and accounting technician April Pennix have trained on the State Treasurer’s Office Core Banking System. This new system will provide online access to accounts with the State Treasurer to accomplish daily cashiering and cash management activities such as deposit receipting functions, cash drawdown and balancing processes, and stop payment requests. The system will also provide an online archive of cleared checks that our accountants can use to view or print when customers have payment concerns.

- April Pennix has also passed the Notary Public certification, and is available to help our customers when needed. The Accounting Office requires notarized forms or affidavits from students, staff, and vendors for missing check or escheat check requests, and having a notary in the office saves these customers time and effort.
- Disbursements Accountant Lottayne Widemon and Purchasing Director Ted Little presented “Implementation of the Procurement Card”, and Payroll Director Vanessa Lawson facilitated the Payroll Officers Roundtable Session at the UNC Financial Systems Conference in April.
- Systems Development Director Anthony Grice presented “Online Reporting at NC A&T” at the SETA Southeast 2003 Conference held in Gatlinburg, TN in May.
- University Treasurer Kim Sowell volunteered with Junior Achievement for the academic year, teaching middle school students the “Economics of Staying in School”.
- CPA’s Helen Buck, Kathy Burckley, and Scott Hummel each participated in at least 40 hours of continuing professional education in order to maintain their annual certification.
- Contracts & Grants Director Lavonne Matthews and Assistant Director James Watlington attended the NC Society of Research Administrators (NCSRA) Conference held in Chapel Hill in March; Ms. Matthews and staff accountant Eric Bowden attended the Cooperative State Research Education & Extension Service (CSREES) Conference in Albuquerque, NM in April; and Mr. Watlington and staff member Gwen Robinson attended the UNC Financial Systems Conference hosted by Appalachian State University in April. Accountant Adonica Williams attended a Housing and Urban Development (HUD) conference in Atlanta in March.
- Systems Development Director Anthony Grice attended the SCT Summit 2003 Conference held in New Orleans, LA in March, and the SETA Southeast 2003 Conference held in Gatlinburg, TN in May, where he also made a session presentation.
- Eight other office members attended state or local conferences during the year, and many more participated in seminars or training sessions presented locally or by A&T.

Assessment Measurements

Administration, customer, employee, and audit feedback as well as the mid-year and year-end work performance reviews are used as an assessment tool.

Assessment Procedures

Supervisors are responsible for administering assessment measurements.

Administration of Assessment Procedures

The Comptroller, supervisors, and individual employees are responsible for the assessment.

How findings from assessment data were used to improve the unit

This goal provides obvious benefits to the employee, the University, and our customers, and will remain in place for the next fiscal year.

FACILITIES DEPARTMENT

I. Brief Overview of the Department

The Facilities Office reports directly to the Vice Chancellor for Business & Finance. The administrative officer is the Assistant Vice Chancellor for Business and Finance/Facilities. In addition to capital improvement, this office is responsible for maintenance and repair of campus grounds and physical facilities. Departments within the Facilities Office are as follows:

- Physical Plant Operations is comprised of 140+/- personnel. The Physical Plant Director, administrator for this department, has five superintendents and an administrative assistant. This department's major responsibility is facilities maintenance and repair, preventive maintenance, small project renovations, grounds maintenance and sanitation, housekeeping and central receiving/warehouse along with motor fleet reservations.
- University Engineer manages the University's Capital Improvement program. The Office supervises designer selection, preparation of schematic design, design development and construction documents; provides financial management of capital projects; performs project management as it relates to building and renovating facilities that meet or exceed the University's standards and building code requirements; surveys existing facilities to evaluate and provide recommendations regarding plumbing, electrical, architectural, structural or heating, ventilation and air conditioning inadequacies; assists University departments with developing construction budgets.
- Financial Affairs strives to provide prompt and accurate financial services to unit managers as well as to all University departments, contractors and vendors.
- Support Services provides clerical support, payroll, time and attendance for Physical Plant staff and information about the University to its faculty, staff, students and the general public.

Vision Statement Provide high quality service and facilities. Efficient, Motivated, Responsive and Highly Trained Organization

Mission Statement The Facilities Office strives to provide quality services through planning, building, operating, maintaining and enhancing the campus of North Carolina Agricultural and Technical State University.

The Facilities Office has committed to excelling in the following areas: (1) improved customer service, (2) cost reduction; (3) personnel development, (4) safety, and (5) payroll. Goal attainments are explained in the following narratives from each department/unit:

PHYSICAL PLANT

Overview - The Physical Plant is a major arm of Facilities operations comprising a workforce of over 150 persons, commanded by the Physical Plant Director and a staff of five (5) superintendents and one (1) administrative assistant. This operation has stewardship of over 71 buildings and acreage in excess of 187 for the main campus and approximately 551 acres for the University Farm.

The Physical Plant is responsible for providing: building, grounds, and vehicle maintenance; housekeeping and janitorial services; steam distribution, facility and system maintenance; central receiving and shipping; motor fleet maintenance and transportation; trash removal and recycling; moving and hauling; and, project management services. In addition, the Physical Plant has expanding responsibilities that include providing support services for the instruction and research programs, student affairs, and athletic events to achieve the University's mission, goals and objectives.

Vision Statement - Committed, highly trained team members responding to the challenge of providing increased levels of customer satisfaction with integrity. Successfully meeting goals through improved workflow, modern protocols, task identification and process streamlining.

Mission Statement - To provide timely, efficient and effective services, that maintains, enhances and upgrades the University's structures, landscapes and identity such that the learning, working, and recreational experience for students, researchers, faculty, staff, and the community is optimized for success.

Goals/Objectives

1. Continue to improve customer service to the University community.

Outcomes Achieved

(A) Continued success in support of the move-in of freshmen students in an unprecedented total enrollment of 9,075 students for the 2002-2003 fiscal year; (B) Completion of key projects in Grounds, including the Coltrane Hall and Carver Hall projects. Success with students' involvement in campus beautification projects has further enhanced their education and appreciation of the campus; (C) Housekeeping has maintained quality performance to the campus community as measured by letters of positive feedback; (D) Central Receiving/Warehouse continues a high level of service in spite of an increase in shipping and receiving activities. Also, this department has successfully taken over the motor fleet operations and has brought stability and improvements in service delivery; (E) Skill Trades has been a major contributor to the maintenance effort at the University. Although under staffed, shop personnel has done a tremendous job in building and infrastructure maintenance and systems operability; and, (F) Project Management continues to make significant progress. Under increasing job assignments, this department of two people, along with the help of the other departments, has handled over 60 plus jobs, all compliance with customer requirements.

Assessment Measurements

The assessment measures are the number of verbal and written feedback from parents, faculty, and staff.

Assessment Procedures

The procedures consisted of input of verbal and written communications to the Facilities Management. This input was then tracked and evaluated for positive trends with corrective actions implemented as needed.

Administration of Assessment Procedures

The Physical Plant director administers the assessment.

How findings from assessment data were used to improve the unit

Findings from the assessment data indicated that customer service continues to increase; however, there were improvement opportunities identified in the area of communications of job completion to customer departments.

2 Implement energy initiatives across campus to reduce University utility costs.

Outcomes Achieved

Replacement of steam and condensate lines and preventive maintenance procedures implemented by the Steam Plant continues to save energy dollars and has extended the life of steam system components.

Assessment Measurements

The assessment measures were the increased levels of condensate return, the reduced quantities of chemical used, and cost.

Assessment Procedures

The procedures consisted of benchmarking the level of condensate return, quantities of chemical, and the before cost. After completion of the project, data was collected and compared to the benchmarked data.

Administration of Assessment Procedures

The Steam Plant Supervisor administered the assessment.

How findings from assessment data were used to improve the unit

Findings from the assessment data were used as positive reinforcement that Facilities was doing the right things. These proactive measures not only reduced energy costs but also brought recognition to Facilities and served to boost employee morale.

Central Receiving/Warehouse

Overview

Central Receiving department serves as a major hub for the receipt and distribution of non-perishable goods, freight and other packages acquired by the University. Within the Physical Plant, the Central Receiving department is accountable for the ordering, pickup, and delivery of equipment, parts, and tools vital to the continued operation and the overall maintenance of the

University's facilities. Aside from traditional procurement monitoring requirements, the protocols of this department have been primarily instituted to accommodate the inaccessibility of common carrier vehicles successfully reaching most buildings on campus. Common carriers therefore, generally deliver materials to Central Receiving warehouse. Manned by the Warehouse Manager, Assistant Manager and five stock clerks, shipments are accepted, inspected for visible damage, quantity inventoried by number of shipping cartons received, and prepared items for department/end user delivery. To facilitate accurate and timely delivery, shipping instructions are listed on the purchase orders issued by the University's Purchasing Department. Central Receiving interfaces regularly with the purchasing and property management departments.

The Warehouse additionally supplies gasoline and diesel fuel for all University vehicles including the Aggie Shuttle, work vehicles, police vehicles and the motor fleet vehicles. This same warehouse is accountable for the stocking and accurate inventory of frequently used consumables, parts and safety equipment.

Central Receiving operates Monday through Friday, 7am-5pm. However, merchandise is received from 7:30am-4:30pm; and department deliveries are made within 24-48 hours of receipt. Approximately 23,800 parcels (an increase of 6%) were received and delivered during the period of July 2002 – April 2003.

Vision Statement - A Leader of Excellence in Warehouse Management, providing high quality services to the University.

Mission Statement - To provide receipt and delivery services for all incoming property items, materials/supplies and equipment acquired by the University in the most expedited services with the greatest efficiency, least difficulty and the best benefits for the University in establishing effective control of stock handled.

Goals/Objectives

1 To capture all transactions in one centrally located system capable of tracking all pertinent information and retrieving in a timely manner. Reduce the time taken to process transactions through Mainsaver.

Outcomes Achieved

Developed a system to fully utilize the computer work order system, Main saver. All transactions were captured through the work order system. Research capabilities were expanded as a result of the information being centrally located. The tracking of all warehouse inventories is improved.

Assessment Measurements

Inventory tracking logs and inventory reports are generated with the length of time needed to research a concern.

Assessment Procedures

Policies developed clearly outlining items to be placed on the work orders – stock #, etc. Implement the usage of the form. All transactions were assigned a work order number that could be tracked through the work order system.

Administration of Assessment Procedures

The Warehouse Manager and the Assistant Manager were responsible for administering the assessment.

How findings from assessment data were used to improve the unit

Centrally locating the data proved highly beneficial; not only were research capabilities enhanced, but also the time to complete transactions was greatly reduced allowing for the redistribution of time to accomplish other departmental goals and objectives. As goals are achieved, the bar is raised ensuring the accomplishment of the vision – a leader of excellence in warehouse management.

2 Create system to account for the decrease in warehouse space while simultaneously maintaining required amounts of normally stocked items.

Outcome Achieved/Results

Assessed system and developed a set point for reordering. Increase use of just-in-time purchases by finding competitive vendors who offered same day or next day delivery without additional charges. Maintained service volumes with less physical storage space. Attained better service from vendors at competitive pricing. Streamlined the process via the usage of open orders compared to recurring purchase order generation. Stock items were received and distributed in less time.

Assessment Measurements

Requests for materials and the availability of stock.

Assessment Procedure

Had vendors to compete for stock item pricing and their delivery time. Monitor the request for materials based on available stock. Track ability to close out open and purchase orders.

Administration of Assessment Procedures

The Warehouse Manager was responsible for administering the assessment.

How finding from assessment data were used to improve the unit

The data shows that volumes of stock were maintained with reduced resources while simultaneously maintaining costs. Customer service experience and customer service provided Central Receiving customers was enhanced. The just in time ordering procedure ensures that stock items will always be on hand.

3 Improve customer service regarding the delivery of packages once received by delivering 95% of incoming packages to respective departments on the same day they are received.

Outcome Achieved/Results

Achieved a 97% same day package delivery rate with the exception being the delivery of cases of paper weighing in excess of 50 lbs. Drastically reduced the number of customer complaints. Received additional vehicles and developed additional routes to simultaneously service the North and South sides of campus. An additional vehicle was also added to the Central Receiving fleet.

Assessment Measurements

Assessment measurements included established of a three-month quality control benchmark system; monitoring the receiving and distribution logs; and the number of customer complaints.

Assessment Procedure

Periodic reviews of the receiving and distribution logs. Administration of random customer satisfaction surveys.

Administration of Assessment Procedures

The Warehouse Manager was the primary administrator of assessment procedures. External administration included the Physical Plant Director and Assistant Vice Chancellor of Facilities regarding funding and the purchase of the vehicle and the reduced receipt of complaints.

How findings from assessment data were used to improve the unit

The data illustrated the positive proportional correlation between increasing customer service enhanced execution of department objectives. The three-month benchmarking showed weak spots in the system, which once identified were successfully rectified for overall satisfaction.

Grounds

Overview - The Grounds Department provides management of the University landscape, on-site sanitation and set-up for special events. The department supervises outside contractors that support the department. The department also works with student organizations in providing logistics for their programs and an on-campus outlet for those organizations or individuals who wish to do or are assigned community service.

Vision Statement - To provide the University community an aesthetically pleasing place to work and pursue their educational goals.

Mission Statement - To provide the ultimate landscape grooming services necessary to maintain the campus grounds including all trees, shrubs, grasses and flowers; to provide sanitation and to clean sidewalks and streets as well as light moving and hauling services campus wide.

Goals/Objectives

1 Develop and execute plans to re-landscape Coltrane Hall in collaboration with Cooperative Extension Office, to stay within budget, and have project completed within timeframe given.

Outcomes Achieved

After meeting with Dr. McKinney, the plans were drawn up and approved by the Cooperative Extension and the Federal Government. (They supplied funding.) Funding was given; the project was bid out, awarded and completed before the given deadline. The work performed was aesthetically pleasing and enhanced the overall look of the University further instilling a sense of pride for the University.

Assessment Measurements

The assessment measurement tool is the project schedule and budget developed with input from this department, Cooperative Extension and the Federal Government. Campus activities and weather were taken into consideration when scheduling the project and the department head was informed of all steps.

Assessment Procedure

The assessment of this project was done with the schedules provided in the bid packet formulated with Dr. McKinney and the department.

Administration of Assessment Procedures

The Grounds Superintendent and the landscape supervisor were responsible for administering the assessment.

How findings from assessment data were used to improve the unit

The data showed that the Grounds Department followed University and State procedures to ensure timely completion of the project and that it was done under budget. The data further revealed the success of this process and the feasibility of duplicating and implementing this procedure for other departments.

2 Re-landscape Barbee, Cooper, Haley and Morrow Halls using funding/ideas from the Housing Director. This project required use of in-house and contract labor to ensure completion before students returned to campus.

Outcomes Achieved

Plans for the areas were drawn in-house and presented for approval to the Housing Director. Three of the projects were bid; the fourth (Haley Hall) was handled in-house. The bided projects were awarded and completed on time and within budget. The newly landscaped areas were aesthetically pleasing and enhanced the overall look of the University further instilling a sense of pride for the University.

Assessment Measurements

The assessment measurement tools used was the project schedule and plans approved by the appropriate parties. Housing Department's calendar was taken into consideration to avoid conflict with student activities around the housing areas.

Assessment Procedure

Assessment procedure included use of the bid packet schedule and the drawing plan. The plan ensured use of the proper number, types and locations of plant material in order to achieve the desired effect.

Administration of Assessment Procedures

The Landscape Supervisor and Grounds Superintendent were responsible for administering the assessment.

How findings from assessment data were used to improve the unit

All data showed the steps taken in this project were sound and effective. The final outcome and specifications provided were met and the project was completed on time and under budget. The data further revealed the success of this process and the feasibility of duplicating and implementing this procedure for other landscape projects.

3 To re-landscape the bed around the front steps of Carver Hall by replacing old or dead shrubs.

Outcomes Achieved

The project was completed on time and within the established budget. The work performed was aesthetically pleasing and enhanced the overall look of the University further instilling a sense of pride for the University.

Assessment Measurements

The tool used was the approval by the department housed in Carver Hall and staying within the prescribed budget.

Assessment Procedure

Project drawings were done in-house and approved by the Carver Hall building representative. The Grounds Superintendent established a budget and timeline.

Administration of Assessment Procedures

The Grounds Superintendent was responsible for administering the assessment.

How findings from assessment data were used to improve the unit

The data showed that the process used was acceptable for this project and that it was completed on time and within budget. The data further revealed the success of this process and the feasibility of duplicating and implementing this procedure for other projects.

Heating and Steam Plant

Overview - Steam is generated in the central steam plant and is piped underground via the distribution system to all buildings that require the direct or indirect use of steam for space heating or a source of heat for domestic hot water. The distribution system consists of approximately 2.6 miles of steam supply piping and 2.6 miles of condensate piping which returns water back to the central plant for reuse. Currently steam demand peaks in the winter to approximately 35,000 lbs/hr. This load is easily accommodated by two Nebraska water tube boilers rated at 60,000 lbs/hr each and two Combustion Engineering water tube boilers each rated at 30,000 lbs/hr. The steam plant/steam distribution staff is responsible for the operation, maintenance and system integrity required to provide these services.

Vision Statement - To provide steam to those buildings on campus (that require steam) in the quantity and quality required to maintain domestic hot water supply year round and space heating during winter months to ensure the comfort of our customers. To provide services in a professional and courteous manner, ensuring that the needs of all are accommodated.

Mission Statement - To maintain the overall system efficiency through reliability centered maintenance, equipment monitoring, and immediate repair of failed equipment and to be recognized as the leader in our areas of expertise through day-to-day professionalism.

Goals/Objectives

1 Water jet numbers 1, 2, 3 and 4 boilers in the steam plant to remove surface scale.

Outcomes Achieved

Boilers 1, 2, 3 and 4 were all water jetted to remove surface scale.

Assessment Measurements

A comparison of the fuel input converted to btu(s) was compared to the boiler steam output in btu (s) to evaluate the boiler efficiency after water jetting.

Assessment Procedures

Comparison of boiler efficiency reports from past years to boiler efficiency reports after maintenance.

Administration of Assessment Procedures

The Steam Plant Manager is responsible for boiler efficiency reporting to the Physical Plant Director.

How findings from assessment data were used to improve unit

These results revealed that each boiler should be placed on a periodic schedule for water jetting. Emphasis was placed on chemical treatment to avoid surface scaling and a polymer based treatment program was implemented.

2 Increase condensate return from campus to steam plant to 70% and reduce fuel consumption by 5-10%.

Outcomes Achieved

Condensate return to the steam plant was an average of 75% for the year and fuel consumption was reduced by 12%. The steam plant staff identified the troubled areas and through the support of upper management and campus engineers a successful capital improvement project was initiated to replace portions of the steam and condensate system. The operation budget was used to purchase and replace traps and condensate pumps. The repairs resulted in immediate paybacks as fuel consumption, water and chemical usages all went down. The annual fuel consumption was down by 12% and condensate return averaged 75% for the year resulting in savings in excess of \$300,000 for one year.

Assessment Measurements

Measure condensate and return and fuel consumption.

Assessment Procedures

Monitor system to identify leaking condensate pipes, faulty steam traps and condensate pumps.

Administration of Assessment Procedures

The Steam Plant Manager is responsible for boiler efficiency reporting to the Physical Plant Director.

How findings from assessment data were used to improve unit

These results revealed that the steam plant operation has the potential for great savings in the campus utility budget. The system's integrity and upkeep is vital; otherwise a gradual degradation of the system can lead to gross expenditures in water and fuel costs. Identifying the minors before they become majors is the key to a successful operation.

3 Establish and implement a written planned maintenance program for all plant and distribution equipment.

Outcomes Achieved

A successful planned maintenance program was implemented in the steam plant. The instructions have been written for the distribution system and partially implemented.

Assessment Measurements

The steam plant manager and assistant manager schedule the planned maintenance and evaluate equipment reliability, failure rate, maintenance cost and call backs related to equipment operations to previous years.

Assessment Procedures

The steam plant manager and assistant manager compares equipment history, budgetary requirements and call back records.

Administration of Assessment Procedures

The steam plant manager and assistant manager are responsible for administering the assessment to improve efficiency and reliability of all system components.

How findings from assessment data were used to improve unit

Scheduled maintenance of the equipment revealed that the overall system efficiency has improved and callbacks were reduced. Maintenance periodicity was reevaluated to ensure that a balance between reliability and cost was being achieved.

Housekeeping

Overview - The primary purpose of the Housekeeping Department is to maintain clean academic and residential facilities that constitute a strong positive contribution to the education process by preserving equipment, extending the life of structure and provide a healthy environment. A clean environment enhances the appearance of the facility and helps promote safety consciousness.

The Housekeeping Administrator supervises a crew of four zone managers and approximately 80 housekeepers who maintain the academic facilities. This staff works two shifts 5 am - 1:30 pm and 3 pm -11:30 pm. The Housekeeping Administrator is also responsible for management of the contractor providing housekeeping services for the residential facilities.

Mission Statement- To provide physical services necessary to maintain and support the mission of the Facilities and the University. This mission is to be accomplished by providing prompt, courteous and quality service to our customers.

Goals/Objectives

1 Develop and perform standards specific to the field of housekeeping as it relates to personnel, quality of work, frequency, methods and materials.

Outcomes Achieved

The increase in housekeeping staff has resulted in improved customer service (i.e., negative phone calls have decreased by 50% and the department received letters of appreciation and thank you notes). Employee moral has improved; new equipment has been received and employees are held accountable for maintaining equipment and reporting repairs.

Assessment Measurements

Measurements included negative calls and complaints about unsatisfactory housekeeping; employee complaints about inoperative or insufficient equipment.

Assessment Procedure

Reduce the time required for repair and maintenance of equipment by no more than 2 days; purchase additional equipment; and training housekeeping staff to make minor equipment repair.

Administration of Assessment Procedures

The housekeeping administrator and zone managers were responsible for assessing and administering the needs of the department. Physical Plant director made funds available for purchase of new equipment.

How findings from assessment data were used to improve the unit

Increased staff permitted for better housekeeping coverage of buildings; housekeeping staff received training in the correct usage and repair of new equipment; housekeeper more readily reports repairs that are unable to handle.

2 To increase customer satisfaction by reducing negative customer service responses.

Outcomes Achieved

Response time is quicker; customer complaints have been cut in half. Better communication has been developed with department's customers; relationships strengthened.

Assessment Measurements

Assessment measurement tool is complaints and phone calls from faculty, staff and students; weekly inspections performed by the Housekeeping Administrator and zone managers.

Assessment Procedure

Housekeeping administrator meets with building representatives quarterly or as needed; holds weekly staff meetings with zone managers and monthly meetings with the entire housekeeping staff.

Administration of Assessment Procedures

The housekeeping administrator with input from the Physical Plant Director is the administrator of assessment procedures. She also received input from zone managers.

How findings from assessment data were used to improve the unit

The lines of communication with zone managers and housekeeping staff has improved. The number of complaints received has reduced and letters of appreciation have been posted - all contribute to increased employee morale.

3 Ensure current and consistent skill development and cross training for all housekeeping personnel including formal and on-the-job training.

Outcomes Achieved

Employees know how to mix chemicals and use them properly. Vendors are invited to campus to train employees on new equipment. Zone managers schedule safety training on their shifts (stooping, bending, lifting, etc.)

Assessment Measurements

Number and types of accidents that occur and lapsed time due to injuries.

Assessment Procedures

Gather history or experience in housekeeping, do a weekly evaluation on each new employee to find the training that's needed, then retrain old and new employees as needed.

Administration of Assessment Procedures

Housekeeping administrator along with zone managers.

How findings from assessment data were used to improve the unit

Once all data, training, meeting with building representatives, housekeepers and zone managers were complete and after providing training on a regular and as needed basis, this has enabled the department to better serve our customers.

Physical Plant Projects Department

Overview - The Physical Plant Projects Department provides management of the University's small projects. These jobs are typically \$100,000 or less and include new construction, repair and renovations, energy conservation, maintenance, and equipment installations. This group provides a full array of project management services that include defining customer

requirements, developing design drawings and specifications, generating bid technical requirements, issuing procurement documents, implementing work and coordinating resources, and completing and closing out of project activities. Two project managers who are assisted by Skilled Trades, Steam Plant, and Grounds personnel currently staff the department.

Vision Statement-To be a service-focused department that effectively and efficiently delivers project management services in support of the University's mission. To enhance facility structures and systems to support a learner-centered community that develops and preserves intellectual capital through interdisciplinary learning, discovery, engagement, and operational excellence.

Mission Statement – Provide small project management services to the University community; define, implement, monitor and control projects that result in deliverables that meet or exceed job quality requirements within specified budget and schedule constraints; and, to support the University's educational and research mission.

Goals/Objectives

1 Develop and implement project schedules within the agreed upon time constraints.

Outcomes Achieved

The following projects are a small sampling of those jobs completed within the time constraints: Renovation of Curtis Hall Basement, Alarm System for Chancellor's Dining Room, Repair of DeHuguley Building Perimeter Fence, Barnes Hall Lab Upgrade, New American Flags for Campbell Hall, Moore Gym Restroom Conversion, Sebastian Health Center Room Renovation, Autoclave Project, Dowdy Building Directories, Siren Installation, Bluford Library Computer Panel, Campbell Hall Fuel Cell Installation, Renovation of Bluford Library Help Desk Area.

Assessment Measurements

The assessment measure was the agreed upon schedule with the departmental customer and Facilities management.

Assessment Procedures

The procedure consisted of the project manager monitoring and tracking project events against the benchmark schedule. Corrective actions were taken, as needed, to maintain work schedule.

Administration of Assessment Procedures

The Physical Plant director administers the assessment via weekly updates.

How findings from assessment data were used to improve the unit

Findings from the assessment data indicated that the weekly updates and implementation of corrective actions early on in the project were significant factors to improving on time performance.

2 Develop and implement project within the agreed upon budget constraints.

Outcomes Achieved

The following projects are a small sampling of those jobs completed within budget constraints: Renovation of Curtis Hall Basement, Alarm System for Chancellor's Dining Room, Repair of DeHuguley Building Perimeter Fence, Barnes Hall Lab Upgrade, New American Flags for Campbell Hall, Moore Gym Restroom Conversion, Sebastian Health Center Room Renovation, Autoclave Project, Dowdy Building Directories, Siren Installation, Bluford Library Computer Panel, Campbell Hall Fuel Cell Installation, Renovation of Bluford Library Help Desk Area.

Assessment Measurements

The assessment measure was the agreed upon budget with the departmental customer and Facilities management.

Assessment Procedures

The procedure consisted of the project manager monitoring and tracking cost against the benchmark estimate. Corrective actions were taken, as needed, to maintain budget.

Administration of Assessment Procedures

The Physical Plant director administers the assessment via weekly updates.

How findings from assessment data were used to improve the unit

Findings from the assessment data indicated that the weekly updates and implementation of corrective actions early on in the project were significant factors to improving on budget performance.

Skilled Trades

Overview – Skilled Trades is a service unit within the Physical Plant and is responsible for maintenance of all University facilities and is a provider of services to support students, faculty, staff, and community events. This department consists of approximately 30 skilled employees in eight (8) shops: Carpentry, Electrical, Garage, HVAC (Heating, Ventilation and Air Conditioning), Locksmith, Painting, Plumbing, and Housing Maintenance.

Vision Statement - To be a customer-focused department that effectively and efficiently delivers maintenance services in support of the University's mission. To maintain and prolong the life of facility structures and systems to best support a learner-centered community that develops and preserves intellectual capital through interdisciplinary learning, discovery, engagement, and operational excellence.

Mission Statement – Provide services to maintain and extend the life of building and infrastructure systems and components; execute timely repairs to minimize any interruptions or disruptions to the University operations; provide support of events; and, maintain the physical integrity of all systems thereby ensuring a safe and comfortable environment for the University student, faculty, staff, and community.

Goals/Objectives

1 To improve customer relations beginning with worst customer, Physical Plant Grounds department by providing immediate response and solutions to all customer concerns within 24 hours. The vehicles in the Grounds department need immediate repair and regular maintenance problems because of extended use.

Outcomes Achieved/Results

Provided open orders for immediate purchase/pickup of parts. Direct line of communication opened with Grounds superintendent to facilitate increased understanding and forward action on issues. Ensure that routine maintenance was performed on grounds equipment prior to the season. Periodical review of backlog. Solicited customer feedback and received more positive customer feedback.

Assessment Measurements

Visual observation and external customer feedback (number of accommodation letters) received. Reduced backlog of work orders on Grounds equipment. Reduced down time for vehicles requiring repair.

Assessment Procedures

Meetings with customer and provided strategy for ensuring reduced down times for grounds vehicles.

Administration of Assessment Procedures

The Skilled Trades Superintendent assessed all procedures for maintaining continued support. Some goals are on going; others are phased or start up programs.

How findings from assessment data were used to improve the unit

This data was used to give direction to the development of justification for increased funding and to identify short falls in the organization. By quantifying areas of improvements and/or needs we have a better handle on where we are and what we need to do.

2 To provide for a more manageable system for on-time delivery of materials. The trades have commonalities regarding piping, electrical, etc. and joint orders. Maintain stock and open orders for parts through warehouse in support of Goal # 1.

Outcome Achieved/Results

Streamlined process with open orders versus purchase request. Maintain stock items for storage in central warehouse instead of in the shops to reduce duplicate materials. Schedules were put in place and timelines were developed to identify seasons for routine tasks. Year end inventory and closeouts reduced. One open order serves multiple shops; ease of use experienced by the shops.

Assessment Measurements

The number of reduced order. Reduction in the amount of yearly inventories. Amount of funds reallocated to other projects.

Assessment Procedures

Physical count of inventory on hand. Maintain a log of the number of purchase request prepared through out the year.

Administration of Assessment Procedures

The Warehouse Manager and Skilled Trades Superintendent in consultation with Shop Supervisors are responsible for administration of this assessment procedure.

How findings from assessment data were used to improve the unit

More funds were reallocated to address other needs. Productivity was increased due to reduction in administrative process of producing purchase orders for individual items to be purchased/service to be provided.

3 Increased productivity and personnel development. Look at manpower allocation – restructure plan proposed. (Scenario – Productivity not captured before making employees account for time and reduction of huge backlog.)

Outcomes Achieved

Employees accountable for time – system set up to account to non- productive time and productive time efficiency rating system implemented – guidelines provided. Developed six (6) positions and submitted (coordinator’s spots) development of roofing program. Reduced backlog

Assessment Measurements

Work order backlogs, customer complaints and commendations.

Assessment Procedures

Discussions and feedback at supervisor level of regular efficiency. Obtained customer feed back.

Administration of Assessment Procedures

The Skilled Trades Superintendent assessed all procedures for maintaining continued support.

How findings from assessment data were used to improve unit

The data were used to give direction to the development of justification for increased funding and to identify short falls in the organization. By quantifying areas of improvements and/or needs, we have a better handle on where we are and what we need to do.

Physical Plant Summary

Physical Plant continues to make progress in its overall performance from an assessment of vital services provided to the University community.

- Continued success in support of the move-in of freshmen students in an unprecedented total enrollment of 9,075 students for the 2002-2003 fiscal year.
- Completion of key projects in Grounds, including the Coltrane Hall and Carver Hall projects. Success with students’ involvement in campus beautification projects has further enhanced their education and appreciation of the campus.

- Replacement of steam and condensate lines and preventive maintenance procedures implemented by the Steam Plant continues to save energy dollars and has extended the life of steam system components.
- Housekeeping has maintained quality performance to the campus community as measured by letters of positive feedback.
- Central Receiving/Warehouse continues a high level of service in spite of an increase in shipping and receiving activities. Also, this department has successfully taken over the motor fleet operations and has brought stability and improvements in service delivery.
- Skill Trades has been a major contributor to the maintenance effort at the University. Although under staffed, shop personnel have done a tremendous job in building and infrastructure maintenance and systems operability.
- Project Management continues to make significant progress. Under increasing job assignments, this department of two people, along with the help of the other departments, has handled over 60 plus jobs, all compliance with customer requirements.

In conclusion, the Facilities Physical Plant assessment measures, procedures, administration, and data has resulted in overall positive outcomes and achievements. As we move forward, we will continue to refine our goals and assessment process to better serve the University community.

Administration of Risk Insurance and Safety Affairs

Overview - The Administration of Risk Insurance and Safety Affairs (ARISA) is one of several support departments in the Division of Business and Finance. The department serves as the safety and insurance support service to the Vice Chancellor of Business and Finance and the University's office responsible for the overall safety and welfare of its students, faculty, staff and visitors. It also functions as the clearinghouse for all internal and external insurance programs and plans. The ARISA department is under the direction and administration of the Assistant Vice Chancellor for Facilities who reports directly to the Vice Chancellor of Business and Finance. The ARISA department consists of the Director, an Environmental Safety Officer, Safety (trainer) Officer, Building Inspector, and an Administrative Assistant.

Vision Statement - The vision for the ARISA Department is to be recognized as professional gatekeepers in the field of environmental, health and safety both internal and external of the University.

Mission Statement - The purpose and mission of the ARISA Department is to provide risk identification, risk measurement and risk handling techniques, as well as provide for the preservation and protection of life, property and the environment, in support of the mission and goals of the Division of Business and Finance at the University.

Goals and Objectives

1 Improve the University's ability to respond to local, national and global emergency situations.

Objectives

- Develop a comprehensive emergency management plan that meets the safety needs of the University.
- Develop a University emergency response team capable of responding to University related emergency situations.
- Prepare key members of the emergency response team by providing them the knowledge and skills necessary to implement an emergency management plan.
- Develop a system to test the plan.

Outcomes Achieved/Results

The pursuit of this goal is ongoing. Several key objectives and activities were completed during the pursuit of this goal but the actual goal will continue to be the focused attention point for the University in its quest to prepare for global emergency situations.

Assessment Measurement

During the pursuit of attaining the many precepts of this goal, many meetings were conducted to discuss and inform various constituents of the need to develop Division and Departmental emergency response plans. Plans were reviewed and critiqued individually and during meeting sessions. A security and threat vulnerability assessment was conducted of sensitive laboratory areas of the campus to delineate areas of critical infrastructure exposures essential to the establishment of the comprehensive plan.

Assessment Procedures

The vulnerability assessment was mailed and handed to the laboratory managers for completion with a time period for which they were to respond. Key University management officials were invited to strategic meetings conducted throughout the campus for dialogue and ideas of their respective roles in the plan.

Administration of Assessment Procedures

The University ARISA Director was the point person for coordinating the various meetings. The University's Chief of Police and the ARISA Director collaborated in the development and administration of the vulnerability assessment.

How findings from assessment data were used to improve unit

The information from the vulnerability assessment was basically used to confirm the need for a comprehensive emergency management plan capable of providing direction and management control over a wide scope of possible occurrences relating to campus emergencies. A plan was developed.

2 To improve the effectiveness of the University's fire alarm monitoring systems and reporting devices.

Objectives

- Secure multiple contracts that are capable of serving the University's fire alarm monitoring systems and hardware devices.
- Conduct a preliminary assessment of all alarm devices located throughout the campus and determined their functioning capability.
- Provide competent service vendors for other fire alarm peripheral devices.

Outcomes Achieved/Results

The pursuit of this goal is ongoing. We were able to obtain service contracts with a service provider to annually maintain and service all fire alarm components within this facility.

Assessment Measurement

The university requested and received a complete physical assessment of all of the fire alarm equipment, panels and peripheral items associated with the fire alarm panels in the Bluford Library from the parent company responsible for the manufacturing and distribution of the systems.

Assessment Procedures

Each unit and panel was assessed, programmed and serviced to ensure the dialers and panels functioned properly and communicated with our centralized monitoring system in Ward Hall.

Administration of Assessment Procedures

The Vice Chancellor of Business and Finance and the ARISA Department Director sought and procured an annual service contract with the Honeywell Corporation to provide service and maintenance service to the Bluford Library facility.

How findings from assessment data were used to improve unit

The results from this assessment and the resulting contractual agreement with the service provider demonstrated the viability of using this method for securing similar contractual agreements with other fire alarm system manufactures and distribution organizations.

3 To establish standard procedures for insurance procurement, processing and reporting.

Objective

- Develop a Risk Management Manual that has procedures for the procurement, processing and reporting of insurance activities on campus.

Outcomes Achieved/Results

This goal was achieved by the development of the university's Risk Management manual.

Assessment Measurement

Copies of the draft manual were submitted for review to internal and external elements of the University for critique and assessment of contents.

Assessment Procedures

Verbal and written feedback was received and incorporated in the final version of the manual.

Administration of Assessment Procedures

The University ARISA Director provided draft copies of the Risk Management Manual to the University Legal Counsel, Vice Chancellor of Business and Finance, Risk Manager of the North Carolina Department of Insurance and to the collective management of the North Carolina Association of Insurance Agents for critique and review.

How findings from the assessment data were used to improve the unit

The verbal and written feedback from the sources used to review the document was incorporated in to the manual. The completed manual allows customers within the University community to actively and correctly participate in the various insurance programs offered and provided by the University.

4 To encourage training and other professional development activities for the departmental staff.

Objectives

- Secure funding for training opportunities for staff.
- Assist staff personnel in seeking educational training and professional development courses.

Outcomes Achieved/Results

This goal is ongoing and was partially achieved due to instability in maintaining adequate staffing levels within the department and a lack of management oversight of budget allocation and distribution by the Director.

Assessment Measurements

Staff requests processed for training opportunities and the number of individuals completing training based on availability of funds from sources outside of the department.

Assessment Procedures

Requirements for participating in professional training development were included in each departmental employee's performance measures. During each employee's scheduled performance review, individual training goals were assessed and reviewed.

Administration of Assessment Procedures

The ARISA Director and each departmental employee contributed to the assessment process of reviewing training goals.

How findings from assessment data were used to improve unit

Each training course or program completed by the staff provided "added value" to the accomplishment of the department's mission and overall goals. The ability to provide funding for future training opportunities will be vigorously pursued by the Director to allow staff to attend more training in the future.

5 To establish collaborative initiatives for internships between the ARISA department and related academic programs.

Objective

- To seek collaboration with department chairpersons for student internships, cooperatives, and mentorship opportunities that enhances interdisciplinary learning.

Outcomes Achieved/Results

This goal was partially achieved and is ongoing due to several factors. First, formalized student mentee, coop and internship program was developed and presented to the faculty of the Occupational Safety and Health program but was not fully implemented. Secondly, staff turnover became very high during the phase of the program where having competent staff in place was critical to the overall success of the program.

Assessment Measurements

The number of educational sessions and the number of meeting held.

Assessment Procedures

Information regarding the student mentee, coop and internship program was presented to students for their participation by the faculty. Student sign-up forms were distributed for processing by the ARISA office.

Administration of Assessment Procedures

Faculty from the Occupational Safety and Health program and the Director and staff of the ARISA Department jointly participated in presentations to the students to discuss the value of their involvement in the collaborative initiative.

How findings from assessment data were used to improve unit

Students who were able to work with the department in limited capacities were provided experiences and training designed to help them bridge the educational and practical application divides.

6 To improve the campus procedures for the transfer, storage and handling of hazardous material.

Objective

- To review the current campus procedures for the transfer, storage and handling of hazardous material and to devise appropriate measures to enhance the safety of students, faculty and employees.

Outcomes Achieved/Results

This goal was achieved. A new Chemical Hygiene Plan was developed and implemented for the campus users of hazardous materials. Included were with best practices and regulatory requirements for safe use, along with recommendations for each listed hazard.

Assessment Measurement

The number of laboratories inspected on a monthly basis to determine the best practices in handling hazardous material safely. The number of laboratories in compliance and the number out of compliance each monthly inspection.

Assessment Procedures

One-on-one discussions with laboratory managers and their assistants were held to capture their concerns and to provide guidance. In addition, several workshops were conducted to disseminate copies of the program to each laboratory.

Administration of Assessment Procedures

The assessment was administered by the ARISA Director.

How findings from assessment data were used to improve program

The results from the discussions and workshops were incorporated into the finalized plan, giving students, faculty and staff users of hazardous materials improved guidelines and practices for using this material. A completed copy of the Chemical Hygiene Plan was placed on the University's website for accessibility by all hazardous materials users. Members of the Deans Council established

OFFICE OF THE UNIVERSITY ENGINEER

Overview - The Office of the University Engineer provides management of the University's Capital Improvement Program. The Office supervises designer selection, preparation of schematic design, design development and construction documents; provides financial management of capital projects; performs project management as it relates to building and renovating facilities that meet or exceed the University's standards and building code requirements; surveys existing facilities to evaluate and provide recommendations regarding plumbing, electrical, architectural, structural or heating, ventilation and air conditioning inadequacies; assists University departments with developing construction budgets.

Vision Statement - To provide student-centered facilities while maintaining fiscal integrity and providing quality structures for faculty, staff, students and external customers. To provide an intellectual setting that prepares students for roles of leadership and service in the communities where they will live and work.

Mission Statement - Coordinate and execute the University's Capital Improvement Program; manage facility renovations; maintain and monitor the University's physical assets; as well as provide facility engineering in support of the instructional and research mission of the University.

Goals/Objectives

1 Develop and execute a project schedule that construct new facilities and renovate existing facilities within the time frame agreed upon by the University's administration, faculty and staff.

Outcomes Achieved

The following projects were completed on time: Renovation of Ward Hall, Moore Gym Swing Space, Williams Cafeteria, Steam Line Replacement, and the New General Classroom Building.

Assessment Measurements

The assessment measurement tool is the project schedule that was developed with input from the administration, faculty and staff at the onset of the project. Critical dates associated with the academic calendar were taken into consideration. The University Engineer's Office also provided monthly schedule updates on the university's web site and encouraged input from the administration, faculty and staff.

Assessment Procedure

Construction schedules that take into account both the design and construction of a facility may extend anywhere from a couple of months to several years depending upon the complexity of the project. The University Engineer uses the contract that is signed by both the University and the Architects/Engineers and the contract that's signed by both the University and Contractor to assess the projects.

Administration of Assessment Procedures

The Director of Design and Construction was responsible for administering the assessment.

How findings from assessment data were used to improve the unit

The data showed that the steps the University Engineer's Office took to ensure the projects were completed within the allotted time resulted in timely decisions and team work. In addition, construction schedules were monitored and team members were rewarded and held accountable for the projects to be completed on time.

2 Renovate existing facilities and build new facilities within the budget allotted.

Outcomes Achieved

The following projects were completed within budget: Renovation of Ward Hall, Moore Gym Swing Space, Williams Cafeteria, Memorial Student Union, Dudley Hall, New Fitness and Wellness Center, New Stadium Lights, New Aggie Track Addition, Steam Line Replacement, and the New General Classroom Building.

Assessment Measurements

The assessment measurement tool is the final project budget as compared to the University's authorized budget. The authorized budget is established by the Business and Finance Division in collaboration with administration, faculty and staff at the onset of the project. The authorized budget is published in the monthly FRS BD725 reports.

Assessment Procedure

The final cost of the projects were compared to the authorized project budget, and it was determined that all projects were completed within the available budget. The process used to ensure the projects are built within the budget requires the Office of the University Engineer to approve all pay requests, bids and contracts.

Administration of Assessment Procedures

The Director of Design and Construction is responsible for administering the assessment.

How findings from assessment data were used to improve the unit

The data shows that the existing process ensured that projects were constructed within the University's available budget and was satisfactory.

3 Provide facilities that meet or exceed the University quality requirements.

Outcomes Achieved

The following projects met quality requirements: Renovation of Ward Hall, Moore Gym Swing Space, Williams Cafeteria, Memorial Student Union, Dudley Hall, New Fitness and Wellness Center, New Stadium Lights, New Aggie Track Addition, Steam Line Replacement, and the New General Classroom Building.

Assessment Measurements

The assessment measurement tools are verbal and written feedback from the students, faculty and staff and the completion of the project.

Assessment Procedure

During the first year after a construction or renovation project is complete, the Office of the University Engineer regularly visits the completed project and performs an inspection within 12 months of the completion date and invites comments from the users of the facility and the Physical Plant personnel.

Administration of Assessment Procedures

The Director of Design and Construction was responsible for administering the assessment.

How findings from assessment data were used to improve the unit

The data shows that the existing process ensured projects that were constructed within the University quality requirements. The Office of the University Engineer affords the University the opportunity to grow and expand by executing their goals. All projects were completed within budget, on time and the quality of the facilities meets the University's requirements.

FINANCIAL AFFAIRS DEPARTMENT

Overview - The Financial Affairs Department of Facilities strives to provide prompt and accurate financial services to unit managers, as well as to all University departments, contractors and vendors interacted with daily. We process payments (operational and capital improvements), key purchase request into FRS, coordinate bids less than \$100,000 and oversee the budgets for twelve departments.

During fiscal year 2002 – 2003, our operational budget was \$12,838,918, and additional funds totaling \$2,095,817 was used to enhance the University's facilities and grounds. These projects included additional parking, street and utility repairs, security enhancements, equipment for disaster recovery and minor renovations.

Vision Statement - Our vision is to be an organization, in which state policies and procedures are fully enforced and exceptional service provided to our customers.

Mission Statement - Our mission is to ensure fiscal integrity with every financial transaction. To provide an environment in which all contractors feel welcome. Our objective is to train and assist Facilities staff with the procurement process.

Goals/Objectives

1 Enhance communication with staff about procurement process. Our staff has worked with the Facilities staff to assist with proper procurement processes and inform staff how to find procedures on the Internet.

Outcome Achieved

Facilities personnel are knowledgeable of how to locate purchasing procedures on the Internet.

Assessment Measurements

Reduction in the number of purchase requests being returned from purchasing or accounting.

Assessment Procedures

Assessment made by Financial Manager of Facilities based on feed back from purchasing and accounts payable.

Administration of Assessment Procedures

Financial manager's observations of purchase requisitions returned for failure to follow procedures.

How findings from the assessment data were used to improve the unit

Facilities staff received additional training on procurement policies and procedures in order to increase the accuracy of information submitted to purchasing.

2 Financial Affairs goal is to seek competition via the Internet for bids over \$10,000.

Outcome Achieved

Ninety-five percent (95%) of all bid packages were placed on the Internet.

Assessment Measurements

The number of vendors bidding on bid packages.

Assessment Procedures

Financial Manager and bid coordinator reviews list of bidders attending the bid opening; this helps to determine the market reached through Internet advertising.

Administration of Assessment Procedures

Facilities financial manager is responsible for the administration.

How findings from the assessment data were used to improve the unit

These results reveal that we are able to increase competition via the Internet. The Internet allows for a greater advertising base, which results in more vendors and a greater diversity of skills.

3 Decrease number of purchase request returned from purchasing due to lack of proper documentation.

Outcome Achieved

Fewer purchase requests were returned from Purchasing.

Assessment Measurements

Accounting clerk discusses all returned purchase requests with financial manager. Requisitions may be returned for failure to advertise, incorrect procedures, or lack of funding.

Assessment Procedures

Monitor number of returned purchase requisitions.

Administration of Assessment Procedures

Facilities financial manager.

How findings from the assessment data were used to improve the unit

More in-depth review by Financial Affairs increased the accuracy of information submitted. Items returned are logged and financial affairs discussed corrections with facilities staff. Training is provided for recurring problems.

4 To review encumbrances in detail on a quarterly basis to minimize outstanding purchase request at year-end. In an effort to maximize the use of funding, encumbrances are reviewed in depth quarterly, to determine the status of outstanding invoices and pending purchase request not used in the past quarter.

Outcome Achieved

There were fewer encumbrances outstanding more than ninety days.

Assessment Measurements

Financial Affairs staff reviews encumbrances weekly in FRS. Purchase request over 90 days outstanding are reviewed by departmental supervisor and explanation provided to Financial Affairs.

Assessment Procedures

Financial manager reviews on a weekly/quarterly basis the list of outstanding encumbrances.

Administration of Assessment Procedures

Administered by financial manager of Facilities.

How findings from the assessment data were used to improve the unit

Purchase request that were not seasonal and not used within ninety days were closed. About 30% of the encumbrances were outstanding for more than ninety days with pending expenditures

being seasonal. This increased the availability of funds for day-to-day operations and reduced the amount of encumbrances at year-end.

5 Invoice department promptly to minimize their monthly outstanding encumbrances.

Outcome Achieved

Journal entries were submitted within 30 to 45 days, after the service.

Assessment Measurements

The number of approved journal entries.

Assessment Procedures

Review of journal entries prior to transmission by financial manager.

Administration of Assessment Procedures

Facilities financial manager is responsible for administering the procedures.

How findings from the assessment data were used to improve the unit

Timely processing of travel entries enhanced the accuracy of departmental financial reports.

6 Ensure prompt payment of all valid invoices/pay requests according to established University policies and procedures.

Outcome Achieved

All invoices were submitted within two days or less, after the appropriate approvals, and 90% of all invoices met the standard for timely payment.

Assessment Measurements

Random audits to compare the invoice date with date of payments. Number of complaints from vendors or financial managers.

Assessment Procedures

Based on Financial Managers review of complaints received.

Administration of Assessment Procedures

Facilities financial manager.

How findings from the assessment data were used to improve the unit

Timely processing of invoices enhances the accuracy of financial reports.

7 Ensure no over expenditures by Facilities manager's on any budget.

Outcome Achieved

All expenditures were recorded in a timely manner with 90% accuracy.

Assessment Measurements

Number of over expenditures identified based on the account balances.

Assessment Procedures

A weekly review of all expenditures and account balances within the budgets.

Administration of Assessment Procedures

The financial manager administers the assessment procedures.

How findings from the assessment data were used to improve the unit

Some negative balances did occur when emergency purchase requests were generated. However, this is corrected within 48 hours or budget office is informed.

SUPPORT SERVICES

Overview - One of four units within the Facilities Office, Support Services provides clerical support for Physical Plant employees; collects time, attendance and payroll data; and provides coverage for the University's main information line. The office is located in the DeHuguley Building. The Administrative Assistant, supervisor for Support Services, reports to the Assistant Vice Chancellor for Business and Finance/Facilities.

Vision Statement - To provide accurate and informative services, payroll and clerical support to Facilities and the University at-large.

Mission Statement - To provide clerical support in order for Facilities to operate efficiently; collect and provide precise attendance, timekeeping and payroll data; and provide accurate and timely information to the University's faculty, staff, students and the general public.

Goals /Objectives

1 Provide improved customer service at the Information Desk.

Outcomes Achieved/Results

Quicker and more accurate response to questions for and about the University, its faculty, staff, students and activities were provided.

Assessment Measurements

Number of complaints received from university public, faculty, staff and students regarding accuracy of information provided, timed responses and number of calls received in a given period.

Assessment Procedures

Discussions with Telecommunications, Human Resources and Computer Center for access to equipment and media that would improve response time.

Administration of Assessment Procedures

The Administrative Assistant and the Information Desk Receptionist assessed procedures for providing quicker and more accurate service and responses.

How findings from assessment data were used to improve the unit

A new computer system with Windows 2000 operating system was purchased and erected at the Information Desk. The Receptionist was given access to the University website for a current listing of activities and events (i.e., academic calendar, athletic events) and the on-line campus directory permitting quicker responses about the employee and student locations, offices, telephone numbers, etc.

2 Upgrade the time and attendance software program.

Outcomes Achieved/Results

Payroll deadlines were met and time and attendance data were reported when due.

Assessment Measurements

Evaluation of the new software package to determine if needed features were available.

Assessment Procedures

Consultation with various time and attendance software vendors.

Administration of Assessment Procedures

The Administrative Assistant with input from the Payroll Clerk met with various time and attendance software vendors.

How findings from assessment data were used to improve the unit

A new time and attendance software package was purchased from Kronos. The Payroll Clerk was able to run both old and new software (computers) side-by-side until the new software was fully installed and training completed. Data from the old system was downloaded to the new and deadlines have continued to be met on time.

3 Establish a satellite site for the time clock.

Outcomes Achieved/Results

Installation of a time clock in the Housing Building reduced congestion at the time clock in the DeHuguley Building when employees clocked in and out. This reduction allowed for easier entry/exit for visitors and contractors to the building.

Assessment Measurement

Visual observation of the employees gathering around the time clock in the DeHuguley Building at 7 am, 1:30pm, 3:30 pm and 4 pm and the congestion that was created at the entrance to this building. How visitors have to maneuver a passageway through the employees in order to enter the building for a meeting.

Assessment Procedures

Meetings with the AVC/Facilities, Physical Plant Director and other administrators in the Facilities Office; identification of a satellite site for placement of a second clock.

Administration of Assessment Procedure

The Administrative Assistant in consultation with the Payroll Clerk administered the assessment procedure.

How findings from assessment data were used to improve the unit

A time clock was ordered and installed in the Housing Building. A majority of the housekeepers and the residence life personnel swipes at this location thus eliminating the congestion in the Dowdy building at 1:30 and 3:30 p.m. shift changed. A second satellite clock will be placed in a designated location.

DEPARTMENT OF HUMAN RESOURCES

I. Brief Overview of the Department

The Department of Human Resources (HR) is a service arm providing support and guidance to the University. Organizationally, the department is a direct report to the Vice Chancellor for Business and Finance. The department has a reporting relationship to administrators of the Office of State Personnel, as well as, to the executive staff of the Office of the President of the University of North Carolina. The HR Team is responsible for personnel functions affecting both categories of employees (a) exempt from the State Personnel Act, and (b) those Subject to the State Personnel Act. The HR Team concentrates on critical operational functions to bridge six programmatic areas to provide quality customer service: Staff Employment Services, Benefits Administration, Staff Development, Employee Relations, Information Technology Services, Compensation and Position Management. The department is charged to provide a full array of programs to faculty, staff, students, and a diverse public

The HR Team works collaboratively with the University administration to promote sound operational practices while maintaining fiscal integrity and supporting the University's mission. NC A&T is a learner-centered community that develops and preserves intellectual capital through interdisciplinary learning, discovery, engagement, and operational excellence.

II. Strategic Plan

Vision Statement - The Department of Human Resources provides a broad range of quality support services to ensure operational excellence to the University and its constituents.

Mission Statement - The mission of the Department of Human Resources is to provide a comprehensive range of personnel services to faculty, staff and students in order to attract, retain and develop an interdisciplinary workforce to effectively serve the University in support of its mission.

C. Goals/Objectives

1 Develop strategies to accurately and effectively communicate legislative actions and implement policy changes to cultivate improved service delivery.

Outcomes Achieved

The following processes were completed in a timely manner and staff were informed of accompanying policies. HR implemented the 2002-03 legislative award actions to eligible SPA employees and provided interpretation of policy to address employee concerns. HR managers attended network meetings and training on a recurring basis to assure current knowledge of policy changes and trends to accurately interpret to others. Web-based services (LISTSERVE) were used to disseminate notices, policies and general information.

Assessment Measurements

The assessment measurement tool is the random sampling of evaluations completed by departments and units of the University - administration, faculty and staff. Feedback from employees and supervisors on services are shared in monthly staff meetings; complaints were followed up by the program manager to determine acceptable actions for improvement. Program specific training was provided to units as well as added in the training calendar to correct and keep employees informed of current policies; i.e. Wage and Hour, Civility, Performance Management Work Plan Development, Position Description Writing, etc

Assessment Procedure

One-on-one visits to administrators / supervisors / managers were scheduled to canvass needed or desired services from Human Resources. This data gathering technique provided comments that gauge improvement strategies for daily operation and future planning.

Administration of Assessment Procedures

The Director of Human Resources and program managers were responsible for administering the assessment. Periodic consultations were held with employees and managers to gather their observations and comments of HR workshops and events; i.e. Retirement Recognition, Employee Appreciation, and Benefits Fair.

How findings from assessment data were used to improve the unit

The comments were filtered with the managers; the comments were constructive and reflected that programs currently offered are valuable to the employees. The indication is that more supervisory and employee training should be offered to assure information is readily accessible. The available benefit options and current lack of salary increases were registered concerns to employees.

2 Design clear and concise methods to inform University employees of policies and provide consultation services to promote a fair and positive work environment.

Outcomes Achieved

A concerted effort was made to assure that current policy information is on the University web site with appropriate links to the Office of State Personnel regulations. Web-based training was one method used to provide general information on processes and policy application. Examples of procedures that are available include: Discipline and Dismissal policy including sample warning letters to communicate the supervisor's disposition; the hiring steps and required forms to request temporary and permanent employees; the training schedule and registration. These illustrations address recurring inquiries. Available program services through the Department of Human Resources are indicated on the University web site for quick referral.

Assessment Measurements

Methods of assessment are primarily brief inquiries, training evaluations, new hire orientation feedback and letters citing appreciation or complaints. Appraisal conversations are held with liaison teams of the Office of State Personnel and the Office of the President to gather information to assess improvements.

Assessment Procedure

The HR team is required to review the program web data to assure the information is accurate and concise. Interaction with employees and management provide opportunities to register observations to the Director as well as to program managers. Meetings were held weekly with the Vice Chancellor for Business and Finance. This is one channel used to exchange information on current policy communications and the reaction from employees and administration.

Administration of Assessment Procedures

The Director of Human Resources is responsible for administering the assessment.

How findings from assessment data were used to improve the unit

More frequent posting to the University LISTSERVE is used to inform the campus of policy or procedural changes. Notices were also indicated to assure compliance with administrative requirements; i.e. performance evaluations, accident reports and submission, holiday schedules, pay cycles and pay dates and Adverse Weather Policy.

The Department of Human Resources has several pivotal evaluators; namely: the Internal Auditors, State Auditors, and compliance reviews via the Office of State Personnel and the Office of the President. Evaluation comments have generally been satisfactory for the overall programs coordinated by the Human Resources team. The Department of Human Resources tracks program functions to provide insight for future operations and flow processes. The statistical facts are critical when monitoring efficiency and provide a pictorial gauge of the effectiveness required in the daily operation. Statistical data is available from 1997 through 2003 on recurring personnel actions. The data is examined annually mindful of volume, turn-around time and impact on the operational calendar, targeting the cycle of work on a fiscal year basis.

STAFF EMPLOYMENT UNIT

Overview – The Staff Employment unit is dedicated to attracting qualified applicants to fill positions with the University. The staff participates in Career Fairs and provides daily employment and recruitment services to applicants, current employees, administrators and hiring managers. The unit partners with the administrative team to hire qualified candidates for full and part-time opportunities. The unit is charged with assuring compliance with Affirmative Action and Equal Employment Opportunity regulations. The manager informs University leadership of processes that promote fair and consistent employment practices.

Goals/Objectives

1 Develop self-service access to job vacancies, application procedures and determine an efficient method to advertise vacancies.

Outcomes Achieved

The Staff Employment unit implemented the self-service employment option by making available a 24-hour “Job Vacancy Hotline” to advise customers of job opportunities. All vacancy announcements are posted on the website weekly highlighting basic position functions and closing dates for acceptance of applications. The Performance Management Information System (PMIS) {Jobs} is utilized to provide statewide advertisement to applicants. The application form is accessible electronically. The volume of telephone inquiries from applicants to secure an application has decreased.

Assessment Measurements

The assessment measurement techniques include random sampling of applicants, feedback from hiring managers and senior administration. The notable volume of qualified candidates for jobs extends beyond the State of North Carolina and has broadened the selection. Compliance with Senate Bill 886 is the backdrop to explore methods to advertise that alert a diverse public of employment opportunities with the University.

Assessment Procedure

Use of electronic application access to advance the scheduling of interviews and which shorten the selection process.

Administration of Assessment Procedures

The Staff Employment Manager is responsible for appraising the application method and making improvement recommendations to the Director of Human Resources. Often collaboration is conducted with other HR Team managers.

How findings from assessment data were used to improve the unit

The use of information technology provided easy access to job opportunities with the University. Positive comments have been received on the convenience of this service to applicants and employees.

2 Train the University hiring managers to conduct effective interviews.

Outcomes Achieved

The “Recruitment, Selection, and Hiring Workshop” is a component of the *Essentials for Supervisors’ Training* that was offered to supervisors and managers of the University who supervise employees Subject to the State Personnel Act (SPA) on a frequent basis. The interview package to hiring managers which supported the affirmative action compliance guides has proven to be an effective tool in the hiring process.

Assessment Measurements

The assessment measurement tool is the training evaluation that is provided to each participant at the conclusion of each session. Copies are reviewed in collaboration with the Staff Development Director to gauge the nature of required reinforcement training. This collaboration allows consideration for options to change modules used in the training sessions.

Assessment Procedure

The Staff Employment manager uses the evaluations from participants coupled with daily feedback from hiring managers to determine frequency of training and content that needs to be restated. The evaluations offer improvement considerations; i.e. program content – practical and theoretical, as well as, clarity of media used for presentations and length of training.

Administration of Assessment Procedures

The Staff Employment Manager is responsible for conducting assessment methods and making improvement recommendations to the Director of Human Resources. Often collaboration is conducted with other HR Team managers.

How findings from assessment data were used to improve the unit

The “Recruitment, Selection, and Hiring Workshop” conducted on a frequent basis, was positive. Recruitment forms are well documented and clearly state selection criteria used by the hiring manager. The documentation provided decision facts that were used in responding to applicant inquiries. The result of training has supported efforts to comply with affirmative action regulations.

3 Conduct the University Mentoring Program

Outcomes Achieved

The Mentoring Program provides students with opportunities to obtain occupational skills and professional work values through guidance of mentors – University administrators and managers. Illustrations of mentoring activities and workshops conducted by the Staff Employment Team are as follows:

- Mentee / Mentor End of the Year Picnic – April 2002
- One-on-One with Mentee Students – September 2002
- Office of Career Services Workshop– October 2002
- Graduate School Information Session – October 2002
- Staff Development Center Workshop – November 2002
- Black Nativity – November 2002
- One-on-One with Mentee Students – January 2002
- Mentee/Mentor End of the Year Picnic – April 2003

Assessment Measurements

The assessment measurement tools include: mentee student evaluations following each activity and regular one-on-one conversations with mentors. A pre-set of activities are planned for each semester by the Staff Employment Manager to assure programs goals are achieved.

Assessment Procedure

Training evaluations are assessed to determine future enrichment activities mindful of mentee Student suggestions. The process used assures that leadership enhancement training and effective workforce techniques are introduced to the mentee participants.

Administration of Assessment Procedures

The Staff Employment Manager is responsible for conducting the assessment method and making improvement recommendations to the Director of Human Resources. Often collaboration is conducted with staff of Career Services and the Staff Development Director.

How findings from assessment data were used to improve the unit

The data showed that the existing process ensured that program goals were achieved. The grade point average of mentee students continues to indicate high achievement. Many of the mentee participants have shared favorable experiences that promote and inspire them to achieve and has been beneficial to their overall career development.

BENEFITS ADMINISTRATION UNIT

Goals/Objectives

1 Develop proactive measures to inform employees of benefit options and policy changes.

Outcomes Achieved

The following self-service improvement was implemented in order for employees to have quick access to their benefits.

On-line Access Employees access TIAA/CREF account status, Teachers' and State Employees' Retirement estimates, beneficiary details, completion of new enrollment applications, refunds from retirement contributions from the Department of State Treasurer in an instant access mode.

Communicating via the University web site was effectively used to keep employees informed of policy changes, benefit open-enrollment periods and additional fringe options is the current method used. Employees were informed of new policies; i.e. Community Service and Involvement Leave; the Prescription Drug Benefits and Health Insurance Portability and Accountability Act (HIPAA). These policy changes were critical to the employee's compensation package and deliberate efforts were made to assure information was available on each policy. The implementation of the On-Line Access has received favorable acceptance and has reduced walk-in and telephone requests.

Assessment Measurements

The assessment measurement includes daily interaction with faculty and staff as the Benefits team responds to inquiries.

Assessment Procedure

Random samples of employee feedback on the reception of the On-Line Access service was monitored by the Benefits Team. Resultantly, customers are pleased.

Administration of Assessment Procedures

The Benefits Manager makes the assessment of the service based on the employee feedback and observations. Recommendations for improvements are determined and proposed to the Director of Human Resources for concurrence and/or guidance.

How findings from assessment data were used to improve the unit

The data showed that the existing process promoted quality customer service to University employees and is beneficial to the general administration of the benefits program.

2 Explore information technology options to deliver services to University employees regarding benefits.

Outcomes Achieved

The **Blue-E** system is an automated tool that tracks employee enrollment status and changes in health care that can easily be retrieved. Operationally, this is an on-line system that was utilized by both staffs of Payroll Administration and the Benefits team to administer the State Health Plan of North Carolina. The **Blue-E** systems captures data used to pay premium invoices of employee's health coverage in a systematic, instantly retrievable manner. Specific advantages of using the system: expedites enrollment and changes of individual health coverage, confirmation is automated which eliminates the mailing of enrollment notices; **Blue-E** has proved to be an effective time saver in the processing of employee health insurance for all customers -- employee, processors and the State Health Plan administrators. The use of **Blue-E** has substantially fostered accuracy of monthly premium payments. Operationally, there is recognizable accuracy in the accounts payable function and the electronic transfer reflects appropriate payments by the University in a time-sensitive manner. The interface between the State Health Plan administration and the University has resulted in better customer service to employees.

Assessment Measurements

The assessment measurement tool is the monthly report that indicates health coverage for University employees. This report is used to determine the amount of payment and must be completed on a cyclic basis.

Assessment Procedure

Monthly assessments are completed of the health coverage by the Benefits Manager in conjunction with the University Payroll Team. Reconciliation of health premium versus enrollment data may reveal discrepancies and corrective action can be determined.

Administration of Assessment Procedures

The Benefits Manager makes the assessment of the service based on the employee feedback and observations. Recommendations for improvements are determined and proposed to the Director of Human Resources for concurrence and/or guidance.

How findings from assessment data were used to improve the unit

The data showed that the existing process promoted quality customer service to University employees and is beneficial to the general administration of the benefits program. Employees have registered concern regarding the affordability of the State Health Plan and the inability to

seek other plans to assure ample medical coverage for themselves and family at reasonable premiums. As a result, the expressed concerns have been forwarded to the State Health Plan administrators for evaluation and feedback.

STAFF DEVELOPMENT CENTER

Overview - The Staff Development Center is a customer-centered training environment complementing the Department of Human Resources. The Director employs methods to assess organizational needs to design and develop modules to facilitate professional development and opportunities to inform employees, managers and administrators. Programs are designed to promote familiarity with policies, information technology trends and improved job performance, as well as, develop related expertise. The Staff Development Center serves as a central facility for the University and host regional training with the Office of State Personnel.

1 Design skill enhancement training opportunities, develop and deliver training to promote staff efficiency and participation.

Outcomes Achieved

The training opportunities were designed, scheduled and disseminated to University staff in several forms – University web page, Aggie Report and bulletin boards. Additional consultations with supervisors led to tailoring in-house training programs that improve the knowledge-base specific to the requesting unit. This strategy improved training participation, increased staff dialogue that resulted in conveying expectations and reinforcing employee and supervisory communication. As a result of a training needs-analysis conducted in 2002, the findings revealed a need for more flexible training programs that consider the diverse learning styles of individuals.

Mindful of the University's budgetary constraints, the staff development director participated in training networks consisting of training professionals across the state. The network provides a forum for training professionals to communicate, share ideas and information along with participation in professional development activities. This network has proven to save time, money and energy by reducing unnecessary duplication of training initiatives.

Assessment Measurements

The assessment measurement tool is the annual inventory request used to canvass University employees and leaders for training suggestions. This inventory was used to determine the training curriculum. The University web site is used to advise employees of available training opportunities inclusive of dates and timelines and on-line registration access. Employees are invited to retool skills or gain new techniques that help them in their career goals.

Assessment Procedure

Deliberate annual assessments are completed to acquire information from supervisors and employees to design an appealing and informative training program. Employee development serves a variety of purposes and is accomplished in myriad ways. Additionally, feedback from the participant evaluation forms is reviewed frequently to determine module changes and/or additional training options.

Administration of Assessment Procedures

The Staff Development Director makes the assessment of the training needs through employee / customer evaluations, supervisory feedback and observations. Recommendations for improvements are determined and proposed to the Director of Human Resources for concurrence and/or guidance.

How findings from assessment data were used to improve the unit

The data showed that the existing canvass of training needs was useful. The assessment indicates that voluntary participation in classroom training remains low; therefore, a more flexible training schedule will be implemented.

2 Design training to promote excellence in customer relations and delivery of services.

Outcomes Achieved

Training opportunities were explored to specifically address the Chancellor's FUTURES initiative of establishing interdisciplinary learning and enhance the customer service skills of employees. The Staff Development Director collaborated with the Academy of Teaching and Learning and the Department of Speech and Communication to create "live" video footage of customer relations training sessions delivered by Mr. Greg Gray for in-house training programs. The two main objectives of the program were to increase the self-awareness of individual communication styles through mastery and daily practice of exceptional customer service and to improve the University's position by concentrating on quality service. In addition, the Staff Development function offers ongoing workshops emphasizing interpersonal skills such as communicating and listening, and providing excellent customer service. Employee (customer) feedback was positive. The video captured audience participation as well as observations of the guest facilitator, Mr. Greg Gray.

Assessment Measurements

The assessment measurement tool was the evaluation form completed by participants. This evaluation provided response to the appeal of the program content, clarity of visuals, and length of sessions.

Assessment Procedure

Immediate assessments were completed to determine the effectiveness of the two-day training.

Administration of Assessment Procedures

The Staff Development Director makes the assessment of the training needs through employee / customer evaluations, supervisory feedback and observations. Recommendations for improvements are determined and proposed to the Director of Human Resources for concurrence and/or guidance.

How findings from assessment data were used to improve the unit

The data showed that the delivery of the customer service training was positive. University participants focused on the techniques fashioned as most productive and courteous in helping customers. The interactive method proved positive in the training.

EMPLOYEE RELATIONS UNIT

N C A&T State University recognizes that work problems occur and employees have a need to discuss their concerns. Many problems and complaints can be resolved by talking candidly with supervisors; however, there is an employee relations manager to help guide employees with job related concerns. This office handles matters relating to employee complaint procedures, supervisory consultation, and other employment related concerns that may arise. Policy information is available and accessible to employees and supervisors through confidential counseling that is provided to work out mutually satisfactory solutions to problems and/or to mediate concerns to a wholesome resolve through the Employee Relations Manager.

Goals and Objectives

1. To support and promote professional ethics and encourage camaraderie among all employees.

Outcomes Achieved

One member of HR staff and other university personnel presently serves on the University Ethics Committee, which was initiated by the Vice Chancellor of Business and Finance's Office. These members address ethical issues and questions through workshops for staff and/or students.

Assessment Measurements

The assessment measurements include employee (customer) feedback, supervisor observations, as well as, the University Hot-Line coordinated through the University's internal auditing office as a channel for employees to register concerns.

Assessment Procedure

The use of customer satisfaction questionnaires and surveys as well as a review of the complaints on the University's Hot-Line.

Administration of Assessment Procedures

The Employee Relations Manager is responsible for administering the assessment and makes recommendations to the Director of Human Resources for concurrence and/or guidance.

How findings from assessment data were used to improve the unit

The data showed that employees (customers) are knowledgeable of the services of the Employee Relations Manager. The use of mediation methods, coupled with effective listening techniques have resulted in positive comments from employees and the leadership of the University.

2. Design recognition programs that promote a harmonious atmosphere and award University employees for service.

Outcomes Achieved

Recognition programs were planned and sponsored by the Department of Human Resources. The Employee Relations Manager determined several programs to award outstanding performance and to motivate employees. "Employee of the Year" is the process in which employees and/or supervisors have the opportunity to nominate individuals that have

accomplished outstanding performance based on innovation, public service, safety and heroism, or human relations criteria as set forth by state guidelines. An independent university committee was appointed specifically for reviewing and voting on the individual nomination forms to select a winner. All nominees were sent in to the Office of State Personnel (OSP) for entrance into the State Employees' Award for Excellence pool with employees statewide, from which a nominee is chosen and recognized on the state level.

Successful programs facilitated through Employee Relations included:

- Employee Appreciation Day
- Administrative Support Staff Day (formerly Secretary's Day)
- Excellence In State Government Week
- State Employee Excellence Day
- Retiree Dinner
- Years of Service Recognition

Assessment Measurements

Employee observations are used to measure the success of program events and activities. Often immediate feedback is gathered from participants. For some events, ad hoc committees were used to foster employee input in the planning of employee events; i.e. Employee Appreciation.

Assessment Procedure

The Employee Relations operational calendar is a resource to assure that programs are scheduled to promote incentive goals.

Administration of Assessment Procedures

The Employee Relations Manager administers the assessment and makes recommendations to the Director of Human Resources for concurrence and/or guidance.

How findings from assessment data were used to improve the unit

The data showed that processes employed by the Employee Relations Manager resulted in constructive award and recognition of University employees. Based on the success of the various recognition awards, they will be continued.

3 Administer the University Performance Management Program and determine the training to assure compliance.

Outcomes Achieved

The Performance Management Program is a recognized appraisal program affecting all employees of the University who are Subject to the State Personnel Act (SPA) and all work plans were submitted on a timely basis.

Assessment Measurements

The assessment measurement tool is the employee work plan that indicates standard elements for evaluating an employee's performance: Key Responsibilities and Results, Dimensions and rating scale.

Assessment Procedure

The cycle of work requires an evaluation at least every twelve (12) months. N C A&T's performance cycle is May 1, 2002 through April 30, 2003. The Performance Management Plan encourages supervisors to develop daily work duties and responsibilities to be reviewed with the employee prior to utilizing this same instrument as a measurement guide to evaluate the employee's job performance. Mid-year progress evaluations are done in December to allow the employee to know what strengths/weaknesses are in the employee's work prior to the end-of-year evaluation is done in May (which will be the overall evaluation for the year). All PMP Evaluations are keyed and submitted to the Office of State Personnel by mid-June.

Administration of Assessment Procedures

The Employee Relations Manager is responsible for administering the assessment of the program and making recommendations for improved and/or additional services. The Director of Human Resources is informed for concurrence and/or guidance.

How findings from assessment data were used to improve the unit

The data showed that written or oral comments on services received from the public and university staff is the usual type of feedback received. Any negative or positive feedback is shared with the identified employee, and addressed by the supervisor. Comment forms have been used in the past, which have been handled in the same way. Both methods used have proven to be beneficial in gathering the outside perception of HR services and their delivery. This feedback also helped the Employee Relations Manager to identify areas/units that may need additional customer service training, additional assistance, or self-evaluation for the employee.

COMPENSATION AND POSITION MANAGEMENT

Goals/Objectives

1 Design and communicate processes to effectively maintain the University Performance Agreement

Outcomes Achieved

The current procedures used by the Department of Human Resources ascribe to the position management program standards as outlined by the Office of State Personnel. The charge is to use authorized description as the primary source to analyze key functions of a position. This comparison influences pay and classification decisions that promote equitable and consistent compensation. The analytical team in HR is trained and continues to network with constituent universities. The Personnel Management Information System (PMIS) is the prime tool used to process employee personnel actions. The processing steps used to initiate position actions were developed and accessible on the University web site. All position action forms are displayed for easy retrieval to managers and employees in order to develop or update job descriptions. Periodic consultations were held with employees and managers to gather their observations and comments. Competitive salary decisions are a prime concern of the HR Team especially in light of labor market trends, recruitment and retention statistics. Frequent consultations were required with the Office of Budget & Planning, Contracts & Grants, and the senior leadership team - respective Vice Chancellors, in order to determine priority request mindful of budget constraints.

The need to consider creative ways to fund for position actions parallel to requests was restated frequently.

Assessment Measurements

The assessment measurement tool is the random sampling of personnel and position actions to assure accuracy that affects the University labor force—full and part-time/temporary employees. Feedback from employees and supervisors on services are shared monthly in staff meetings. The interface with the processing staff provides assessment of personnel action as well as validation via PMIS. Daily contact with staff of the following offices provides immediate feedback: University Payroll, EPA Salary Administration, and Budget and Planning. Complaints are followed up by the program manager to determine acceptable corrective measures to correct an action thereby assuring clarity for audit purposes. One-on-one visits to administrators, supervisors/managers were periodically scheduled to canvass desired services that are available through the Department of Human Resources. This data gathering technique provides comments that gauge improvement strategies for daily operation and future planning

Assessment Procedure

The Compensation and Position Management team actively works with the hiring managers on personnel issues surrounding: position redesign, establishment of research positions, organizational changes and the impact on positions, review of vacant positions and salary assessments as well as conducting salary equity studies.

Administration of Assessment Procedures

The Director of Human Resources and program managers were responsible for administering the assessment.

How findings from assessment data were used to improve the unit

The comments were filtered with the managers; the comments were constructive and reflected that program is helpful to management and employees. The indication is that more manager / supervisory training should be offered to assure procedures and redesign options are readily accessible to administrators. The Compensation and Position Management program fosters a systematic and fair evaluation process for positions resulting in competitive compensation salaries to employees. Supervisors have employed the use of the In-Range Salary Adjustment Policy and have made more requests for position reviews that have resulted in position reallocations. The volume increased noticeably. It was determined that additional staff is needed to address position management requests and shorten the response time to managers. Improvements are warranted and noted: response time and to construct more self-service processes to help employees, managers / supervisors to initialize requests for position actions.

2 Determine effective strategies to communicate Legislative Actions

Outcomes Achieved

Compensation is a priority for employees, managers and senior administrators. Statewide legislative actions determine salary increases for University employees. The constraint of budgets has been drastic over the prior two-year period. Communication to the entire University was completed in a prompt manner and disseminated through the University web site and departmental mass mailings.

Highlights of the Legislative Action: Premium cost of health insurance is one prime concern of employees. During the prior fiscal year 2001-02, the cost-of-living salary award was \$625 and this amount was added to the base salary of eligible employees. The cost-of-living (COLA) was awarded without relevance to summary ratings or disciplinary action. During 2002-03, there was a bonus leave award of ten (10) days to be credited to permanent employees as of September 30, 2002. Bonus leave is accounted for separately from regular earned vacation leave. Any remaining days credited to an employee are transferred to the next calendar year and is tracked separately from the maximum 240 hours of vacation that can be retained by employees Subject to the State Personnel Act (SPA).

Assessment Measurements

The assessment measurement tool is the random sampling of personnel and position actions to assure accuracy that affects the University full and part-time / temporary employees. Feedback from employees and supervisors on services are shared monthly in staff meetings. The interface with the processing staff provides assessment of personnel documents as well as validation of actions via Personnel Management Information System (PMIS). Daily contact with staff of the following offices provides immediate feedback: University Payroll, Contracts & Grants, EPA Salary Administration, and Budget & Planning. Complaints are followed up by the program manager to determine acceptable corrective measures to correct an action thereby assuring clarity for audit purposes.

Assessment Procedure

One-on-one visits to administrators, supervisors/managers are periodically scheduled to verify discrepancies of personnel actions as well as determine services that may be rendered by the Compensation Team. This data gathering technique provides immediate feedback on the Legislative Action that was implemented. Deliberate interface with staff of Budget and Planning, University Payroll, Contracts & Grants provide validation and points of contact for corrective action.

Administration of Assessment Procedures

The program manager is responsible for appraising the feedback inclusive of reviewing tracking mechanisms to complete assessment. Recommendations for improvement to methods and processes are presented to the Director of Human Resources. Often collaboration is conducted with other HR Team managers.

How findings from assessment data were used to improve the unit

The use of information technology – campus-based and the Personnel Management Information System (PMIS) provided retrieval of actions and checkpoints for accuracy of position and employee data.

INFORMATION SYSTEMS

Goals and Objectives

1 Explore Information Technology for Human Resources

Outcomes Achieved

The information technology presently used by the Department of Human Resources is Human Resource Information System (HRIS). Collaboration between the University's central computing mainframe and the Personnel Management Information System (PMIS) located at the Office of State Personnel plus State Information Personnel System (SIPS) provide avenues to obtain pertinent employee information.

Assessment Measurements

The assessment measurement tools included the following: random sampling of personnel and position data, completion of the Personnel Data File for General Administration, the University Telephone Directory and web labels for the Aggie Report and accessible to administrative offices. Daily validation of data occurs while responding to requests for ad hoc reports or specialty reports requiring use of HRIS database.

Assessment Procedure

The unit operational calendar for recurring reports provides a consistent timeline to generate reports as well as specialty assignments; i.e. the PDF and Banner Implementation committees.

Administration of Assessment Procedures

The program manager is responsible for determining methods to evaluate reports via HRIS. Recommendations for improvement to processes are presented to both the Director of Human Resources and the directorate of Information Technology and Telecommunication. Often collaboration is conducted with other HR and IT&T managers. The migration of HRIS system and BANNER started May 2003 and training of technical staff has been initiated and the target date of implementation is January 2005.

How findings from assessment data were used to improve the unit

The use of information technology – campus-based and the Personnel Management Information System (PMIS) provided retrieval of actions and checkpoints for accuracy of position and employee data. The Personnel Management Information System (PMIS) and Human Resource System (HRIS) are used to strengthen internal controls, provide security of data and equity in employment practices. Reports are validated via HRIS and PMIS before releasing to assure an accurate summary of employment data. Examples of recurring ad hoc reports:

- Budget forecasting
- Demographic tracking to capture applicants
- Ethnicity/affirmative action reports
- Temporary labor costs
- Vacant positions
- Equity Analysis
- Absenteeism Summaries

- Compensation Evaluations

2 Streamline and monitor SPA Leave

Outcomes Achieved

The Leave Administration team tracked usage of leave for all SPA employees' accrual rate, kinds of leave requested and managerial approval of leave. The In-House Leave System file is the primary electronic method used by the staff for input and retrieval of an employee's time and attendance. The multiple leaves that an employee is eligible for include:

- Vacation leave
- Sick leave
- Shared Leave
- Family Medical Leave
- Bonus Leave
- Community Service Leave

The web site was updated with a new method to showcase leave balances. Web access became available to all SPA employees and supervisors August 2002.

Assessment Measurements

The assessment measurement tools included the following: random sampling of personnel and position data, completion of the Personnel Data File for General Administration, the University Telephone Directory and web labels for the Aggie Report and accessible to administrative offices. Daily validation of data occurs while responding to requests for ad hoc reports or specialty reports requiring use of HRIS database.

Assessment Procedure

The use of social security numbers to obtain leave balances is the unlocking code used to access an individual's leave record.

Administration of Assessment Procedures

The program manager is responsible for determining methods to evaluate reports via HRIS. Recommendations for improvement to processes are presented to both the Director of Human Resources and the directorate of Information Technology and Telecommunication. Often collaboration is conducted with other HR and IT&T managers. The movement toward Banner was initiated by the Office of the President and is endorsed by the Chancellor. N C A&T is one of thirteen of the members of the Banner Alliance. The Information Technology and Telecommunications staff is the central lead for the Banner implementation. This is a new technology for the University which is ORACLE based. The core committee was launched with the formal charge by the Chancellor in May 2003 and the target for implementation is January 2005.

How findings from assessment data were used to improve the unit

The data showed that the current processes are positive for employees and are provide sound audit practices. A critical objective is to assure that each employee's leave is balanced accurately. Weekly internal auditing of individual leave is completed from the actual keyed PD-

113 and/or PD110 documents. Audit findings disseminated March 2003 indicate a critique of employee accrued leave. *Description of issue:* accrued vacation balances for SPA employees are misstated for 5 out of 10 tested. The error rate was high and reflects a high concern that the University's liability for compensation due employees is inaccurate. Identification of processes used to track leave and the mechanism to identify delinquency was determined during April 2003. Resultantly, internal controls must be tightened and aggressively addressed to assure 100% accuracy for the fiscal year 2002-03. The determined remedy by the administrative team was to hire additional staff to complete audits of individual records. The leave balances were reconciled using spreadsheet and the leave system. There were 260 employees affected; corrections were made. This method captures the historical data to accurately relay to the state and internal audit teams for the upcoming review.

This additional service increased the HR Team's customer service to employees and managers, as well as, provided current leave balances and has decreased the delinquent timesheets for employee. The Human Resources team is a member of the core team to implement BANNER. The objective is to establish a shared database for reporting of all employment data and will be assessable by the respective Vice Chancellors and senior leadership of the University for data on both EPA and SPA employees.

DEPARTMENT OF PUBLIC SAFETY

I. Overview of the Department

The North Carolina Agricultural and Technical State University Department of Public Safety is a service agency dedicated to the safety and security of the University community as well as providing transportation services to those needing access throughout the campus. The delivery of services centers around one primary concern: "Safeguarding Our Future". This commitment includes the provision of services to the community when crimes occur, as well as the prevention of crime. There remains a concerted effort to implement technology, training, and equipment into the department and to provide the necessary services to improve the overall public safety of the University. The employees of the Department of Public Safety continue to work in partnership with the community to deliver the finest possible services available.

The Assistant Vice Chancellor for Public Safety reports directly to the Vice-Chancellor for Business and Finance. The department consists of 52 permanent employees including 28 sworn law enforcement officers and 24 temporary employees including 5 sworn reserve officers.

II. Strategic Plan

A. Vision Statement

We envision a partnership with the NC A&T SU community and visitors to help us detect, prevent, and solve crime. We envision a quality service oriented agency with the ability to confront challenges and obstacles with knowledge and extremely high level of professionalism. We envision a motivated department that always displays unquestionable integrity. We envision providing timely and proficient service to faculty, staff, students and visitors.

B. Mission Statement

The mission of the Department of Public Safety is to be proactive in the quest to reduce the opportunity for crime, accidents, loss of individual and institutional property and through investigative processes, improve the frequency of apprehension of those responsible. To assist in accomplishing this mission, our primary philosophy in the way we operate is based on continuous interaction with the community and problem-solving techniques.

C. Goals/Objectives:

Administrative Services Division Statement

1 Install Computers for the Administrative Services Division

Outcomes Achieved/Results

Computers were purchased, installed and are accessible for all personnel.

Assessment Measurements

The number of computers allocated to staff.

Assessment Procedures

A visual audit was conducted along with supervisory input as to what computers were needed and at what locations.

Administration of Assessment Procedures

The Asst. Vice-Chancellor for Public Safety has this responsibility.

How findings from assessment data were used to improve the unit

A computer was placed on each employee's desk and as a result there was a quicker turnaround in assignments. There was also a decrease in the amount of paper used and the added computers allowed the various divisions to communicate more efficiently. This goal has been met.

2 All Lieutenants will attend and complete the Police Executive Training Program.

Outcomes Achieved/Results

Lieutenants attend this training on a yearly basis. There is a lieutenant currently enrolled and is scheduled to graduate in May 2004.

Assessment Measurements

The number of lieutenants completing training annually.

Assessment Procedures

Once a year, one Lieutenant is recommended to attend this training which lasts anywhere from 4-6 months.

Administration of Assessment Procedure

The Administrative Services Commander has the overall responsibility of this area.

How findings from assessment data were used to improve the unit

As a result of this particular training, the lieutenants have become more knowledgeable in their role as a leader. Results are observable by public feedback as well as supervisory observance. This goal is on-going.

3 The Department's training records will be updated and stored onto a computerized system.

Outcomes Achieved/Results

Training records have been compiled and stored on police *pak* software.

Assessment Measurements

Statistical reports from police *pak* software provides training information.

Assessment Procedures

Written documentation on training information is systematically collected.

Administration of Assessment Procedures

The Administrative Services Commander is responsible for this area.

How findings from assessment data were used to improve the unit

Information obtained from training files is useful in planning future training, determining promotional information and maintaining information for career tracking. This goal has been met; however periodic updates will occur as additional training information is added.

4 All Divisions in the Police Department are to develop recruitment programs.

Outcomes Achieved/Results Met

This department continues to recruit the best qualified personnel for various positions.

Assessment Measurements

Supervisory feedback.

Assessment Procedure

A review of each department's recruitment program by the supervisor.

Administration of Assessment Procedures

The Administrative Services Commander is responsible for this area.

How findings from assessment data were used to improve the unit

The Department has various divisions with different responsibilities; however the Department of Public Safety operates as a whole with one mission, therefore, one recruitment program for the entire department would be satisfactory. This goal has not been met and should be revisited to ascertain the usefulness.

Residence Hall Officers

1 Twelve (12) month permanent positions will be established for all Residence Hall Officers.

Outcomes Achieved/Results

Five additional Residence Hall Officer positions have been made permanent.

Assessment Measurements

The number of permanent positions established and the number of officers hired in the permanent positions.

Assessment Procedures

Tracking of new positions allocated and filled.

Administration of Assessment Procedures

The Assistant Vice Chancellor of Public Safety in collaboration with the Director of Housing has the overall responsibility for this area.

How findings from assessment data were used to improve the unit

Reallocating funding for five temporary positions into permanent positions created an incentive as far as personnel retention. Owing to an increase in student housing, personnel with a vested interest in the overall well-being of the students were needed. As an indirect result, incidents in the residence halls have decreased due to stability of the staff. This goal has been met with the exception of two additional positions that have not been approved to become permanent.

2 Establish funding for the Student Oriented Security Program (SOS)

Outcomes Achieved/Results

Student Oriented Security in this format has not been implemented due to another version of this program implemented by Residence Life. This program is a duplication of a program established by the Office of Residence Life, therefore no funding is available.

Assessments Measurements

The amount of funding allocated.

Assessment Procedures

Staff members, in conjunction with the Residence Hall staff, have participated in very successful activities already in place.

Administration of Assessment Procedures

The Administrative Services Lieutenant has overall responsibility for this area.

How findings from assessment data were used to improve the unit

This goal was not met and should be assessed to determine its necessity.

Telecommunications

1 Due to an increase in staff and volume of calls, there is a need for additional full-time staffing in the Telecommunications Office.

Outcomes Achieved/Results

One Full-time Telecommunication's position was established and two temporary positions were added to supplement the volume of radio and telephone traffic.

Assessment Measurements

Observation and public feedback, and response to calls for service are used to determine if calls are handled in a timely manner.

Assessment Procedures

Calls for service are assigned with a quicker turnaround.

Administration of Assessment Procedures

There is an Administrative Services Lieutenant responsible for assessment procedures.

How findings from assessment data were used to improve unit

The findings were illustrative of the fact that there was a need for additional personnel in this area in order to expedite all calls for service. This goal has been met.

2 Computer Systems within the Telecommunications Office should be upgraded on a continuous basis.

Outcomes Achieved/Results

Various upgrades such as CAD/Police Pak, DCI, and SIS Plus were installed and implemented; GIS was not included.

Assessment Measurement

Yearly audit reports and weekly statistical reports generated as a result of the upgraded computer systems.

Assessment Procedures

Reports and supervisory observance are used.

Administration of Assessment Procedure

The Administrative Lieutenant has the responsibility for assessment procedures.

How findings from assessment data were used to improve program

As a result of the computer upgrades, the information generated has improved the operational function of the department. This goal has been met with the exception of GIS which should be revisited to determine its usefulness.

3 Develop an In-House training program for the Alarm Systems/DCI computer.

Outcomes Achieved/Results

Training for the all alarm systems and DCI has been conducted.

Assessment Measurements

The DCI computer requires successful completion of individual testing every two years. Training for all alarms is conducted on an annual basis.

Assessment Procedures

A formal training program is conducted each year for all employees as well as a refresher program for previously trained employees.

Administration of Assessment Procedures

The Administrative Lieutenant has the overall responsibility for this area.

How findings from assessment data were used to improve the unit

Due to a continuous training program, mistakes and lack of knowledge pertaining to this area are minimal. This goal has been met.

4 Implement a lost/found storage area to provide secured space for the safekeeping of all lost/found property.

Outcomes Achieved/Results

Lost and found storage space has been designated along with a lost/found policy that has been implemented.

Assessment Measures

Statistical and inventory reports are generated to indicate the status of all lost/found property.

Assessment Procedures

Inventory and supervisory observance are used to assess this procedure

Administration of Assessment Procedures

The Administrative Services Lieutenant is responsible for the procedures.

How findings from assessment data were used to improve the unit.

As a result, the implementation of a lost/found storage area created a location where all property could be properly stored and secured. This goal has been met.

PARKING SERVICES

1 Due to an increase in faculty/staff, student enrollment and the request for additional services, a new building for Parking and Traffic Services is needed.

Outcome Achieved/Results

We were able to move into a new facility along with the University Police Department in July of 2002.

Assessment Procedures

Monitoring of space allocation

Assessment Measurements

Observation and public feedback

Administration of Assessment Procedure

This area is the responsibility of the Chief of Police.

How findings from assessment data were used to improve the unit

The relocation to the new facility improved customer service delivery.

2 With the increase of faculty/staff and student enrollment, additional parking spaces were needed.

Outcomes Achieved/Results

Four (4) additional parking lots to include 731 spaces were created.

Assessment Measurements

The number of parking spaces available to customers and the public response via verbal feedback

Assessment Procedures

Parking space allocation is monitored.

Administration of Assessment Procedure

The Parking Services Supervisor and the Administrative Services Commander have direct responsibility for this area.

How findings from assessment data were used to improve the unit

With the additional lots and parking spaces, we were able to accommodate the staff and students. This goal has been met.

3. With the increase of enrollment and the additional parking lots, upgrading the Shuttle Service to Bus Operation is needed.

Outcomes Achieved/Results

Currently there are three (3) shuttle buses operating on campus routes.

Assessment Measurements

The number of operating shuttle vans on routes to various off campus locations.

Assessment Procedures

We are now able to transport more students to and from various locations.

Administration of Assessment Procedure

The Parking Services Supervisor and the Administrative Services Commander have direct responsibility for this area.

How findings from assessment data were used to improve the unit

Students that are in need of transportation now have the means to move throughout the campus. This goal has been met.

4 With the use of the One Card System, students are able to utilize their Aggie One Card.

Outcomes Achieved/Results

We received and implemented the Aggie One Card System. The Aggie One card allows for purchases of permits and to pay for parking citations.

Assessment Measurements

The number of times Aggie One Card is used to pay for parking citations.

Assessment Procedures

Monitoring the process used to track the number of times the Aggie One Card is used.

Administration of Assessment Procedure

The Parking Services Supervisor and the Administrative Services Commander have direct responsibility for this area.

How findings from assessment data were used to improve the unit

Student and faculty/staff are able to use their cards to pay and purchase permits and pay citations. Better customer service and quicker turnaround time for students, and faculty /staff This goal has been met.

5 Due to the additional parking lots, staff and enrollment, four (4) additional permanent parking officer positions are needed.

Outcome Achieved/Results

Due to budget restraints, the positions have not been allocated as permanent.

Assessment Measurements

The number of complaints received and the rotation for patrolling the additional new lots.

Assessment Procedures

Monitor the officer response time.

Administration of Assessment Procedure

Under the leadership of the Chief of Police.

How findings from assessment data were used to improve the unit

Additional personnel will allow quicker response to students, faculty/staff in distress with parking concerns and to enforce all parking regulations. There will be an ongoing search for additional funds needed to obtain this goal.

6 With the increase of student on-line enrollment, on-line vehicle registration is needed.

Outcome Achieved/Results

Owing to a lack of technology hardware this goal has not been implemented

Assessment Measurements

Monitoring the number of students who register their vehicles on-line.

Assessment Procedures

Data collected at the end of each day to determine the number of vehicles registered

Administration of Assessment Procedure

Under the leadership of the Chief of Police.

How findings from assessment data were used to improve the unit

It allowed for better customer service and user friendly vehicle registration.. This goal is on-going.

7 Due to the high volume of outstanding unpaid parking citations, a collection program is needed.

Outcome Achieved/Results

A decrease in the volume of unpaid parking citations that were delinquent.

Assessment Measurements

The number of letters that were mailed to students, faculty/staff and the number of citations that were paid after the letters were mailed.

Assessment Procedures

Billing letters were mailed to students, faculty and staff.

Administration of Assessment Procedure

The Parking Services Supervisor and the Administrative Services Commander are responsible for this area.

How findings from assessment data were used to improve the unit

Data were used to provide better customer service. This goal has been met.

8 Due to the increase of on campus events, a Special Event Parking Programs is needed.

Outcome Achieved/Results

As a result, the use of the shuttle vans from the Luther Street Parking Lot and to various locations on campus has been utilized for this purpose.

Assessment Measurements

Revenue generated and both verbal and written public feedback was used to assess this area.

Assessment Procedures

A daily log of revenues received is maintained. The number of negative and positive feedback received from the customers.

Administration of Assessment Procedure

The Parking Services Supervisor and the Administrative Services Commander have direct responsibility for this area.

How findings from assessment data were used to improve the unit

The implementation provided better customer service and improved faculty/staff relationship. This goal has been met.

PATROL DIVISION

1 Acquire additional Patrol Officers (POIII)

Outcome Achieved/Results

The goal has changed due to an organizational need for more POI than POIII's. More officers were available to assist with the work load from increased enrollment. More officers reduced response time to calls and improved customer service. Having more officers available to assist with the workload reduced the time customers had to wait for service. There was less need for officers to work large amounts of overtime which significantly reduced personnel costs. Overall personnel morale was improved by the reduction in the amount of overtime officers were required to work.

Assessment Measurements

Officer response time for answering calls were analyzed, and the amount of overtime hours and the number of officers worked during the academic year and its costs.

Assessment Procedures

Analysis of the daily logs, officers' time sheets and the budgetary expenditures were used to assess this goal.

Administration of Assessment Procedure

The Assistant Chief for Patrol Operations conducted the assessment of this activity.

How findings from assessment data were used to improve the unit

Additional patrol officers allowed the department to increase the number of officers on patrol during evening hours when demand for service is highest. This goal has been met.

2 Purchase/Develop a Police Mobile Command Post

Outcome Achieved/Results

Mobile command post allowed the department the capability to set up a fully operational command center wherever needed and to operate independently. High profile of the Mobile Command Center provided greater visibility and deterrence when used in Special Field Operations. Students, alumni, faculty and the general public were drawn to the site to report problems and to ask questions or receive information or directions. MCP is currently not fully operational, need to complete wireless information exchange capability.

Assessment Measurements

A monthly review of the reports, which logs the number of visitors with problems and/or complaints reported at the MCP.

Assessment Procedures

A report is completed each time a person reports a problem or lodges a complaint.

Administration of Assessment Procedure

Assessment was conducted by Lt. W. Gilchrist under the direction of Major R. G. Slade.

How findings from assessment data were used to improve the unit

The UPD Mobile Command Post (MCP) improves the delivery of service to campus community by reducing response time to calls. Officers complete reports in the field where they remain visible as deterrence to criminal activity. Officers also make vehicle and driver license checks from the MCP. This facility serves as an information center and lost and found site at university special events. Process is on going and is expected to be fully operational in the coming year.

3 Establish and Implement a University Police Reserve Officers Program:

Outcome Achieved/Results

Reserve Officer Program (ROP) was implemented in the Fall of 2002. The ROP provides the University Police a pool of trained, experienced and mature police officers that are available to support the regular police staff as needed.

Assessment Measurements

Analysis of overtime worked and paid for full time police officers as compared to straight time paid for reserved officers.

Assessment Procedures

Comparison and analysis of overtime cost of full time police officers versus straight time pay for reserved officers.

Administration of Assessment Procedure

Assessment of Reserve Officer Program is conducted Chief M.C. Lynch or his designee.

How findings from assessment data were used to improve the unit

Reserve officers program has been beneficial in providing the department with qualified officers to offset its staff during peak times or when employee turnover is high. Reserve officers are critical to the department being able to perform its mission of protecting the university and its citizens during times of high activity. Use of reserve officers reduced the amount of overtime required by full time staff and thereby reduces overtime costs to department budget, reduced stress and fatigue on full-time police staff. This goal has been met.

4 Implement A University Police Bike Patrol Program

Outcome Achieved/Results

This goal was achieved, department purchased four (4) bicycles and trained four (4) officers in the Bike Patrol techniques. Bike patrol officers were well received by students and faculty when on patrol. Bike officers were often seen riding in or around areas not normally visited by campus officers such as walk-ways/sidewalks. The bicycle patrol allows officers to interact with the public in ways not available to officers riding in cars.

Assessment Measurements

No formal assessment has been taken of this service; an assessment will be completed in 03-04 year.

Assessment Procedures

No formal assessment has been taken of this service; an assessment will be completed in 03-04 year.

Administration of Assessment Procedure

Major J.O. Williams is responsible for administering assessment procedures.

How findings from assessment data were used to improve the unit

The results of a bicycle patrol assessment will be used to determine if this program will be continued and expanded, maintained at the current levels or discontinued altogether. This goal has been met.

5 Installation of Computers for all Supervisors

Outcome Achieved/Results

As new computers were purchased, the old ones were passed down to lower level supervisors.

Assessment Measurements

Number of computers installed.

Assessment Procedures

Monitor purchase of new computers.

Administration of Assessment Procedure

Lt. Gilchrist is department system administrator and is the person responsible for assessing the viability of the network system.

How findings from assessment data were used to improve the unit

Increase usage of the computers has enabled patrol operations to move closer to working with less paper, the ultimate objective is to move to a no paper less patrol operation. This goal has been met.

6 Centralize Criminal Investigation Division

Outcome Achieved/Results

In July 2002, all investigative operations were consolidated in one location in Ward Hall which allowed for more operating space.

Assessment Measurements

Supervisory observations along with verbal and written feedback from employees.

Assessment Procedures

Investigations have space for interview and interrogation close circuit tv-viewing rooms in which to observe suspects, and remote monitoring capability.

Administration of Assessment Procedure

Lead investigators and operations commander are responsible for assessment.

How findings from assessment data were used to improve the unit

Information learned from general observation and feedback from employees who use the facility suggest that there is a significant improvement in performance, attitude and morale. Investigators are now able to work in relative privacy with confidential informants. Close circuit TV monitoring equipment provides a clear irrefutable record of all interviews and interrogations conducted on site. This goal has been met.

7 Obtain access to Department of Motor Vehicles Photo Process

Outcome Achieved/Results

Significant improvement in the ability to identify persons of interest by the use of driver's license photos stored in NC Department of Motor Vehicle Driver License Data Base.

Assessment Measurements

Feed back from investigators and other police officers who use the DMV data base.

Assessment Procedures

Investigators input a driver's license number into the DMV Data Base along with date of birth and a return fax number, and then wait for a photo image to be sent. This capability is very valuable in identifying suspects and persons of interests in police investigations.

Administration of Assessment Procedure

The lead investigator and the patrol commander is responsible for conducting assessment of this goal.

How findings from assessment data were used to improve the unit

Officers can quickly get a color picture ID of persons of interest within minutes of learning a name if that individual has a NC driver license or identification card. This goal has been met.