

## **VISION STATEMENT**

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

## **MISSION STATEMENT**

The mission statement of the Division Statement 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 Statement 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 Statement of the University SPA personnel program; coordinating the preparation of the University budget; supervision Statement 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 Statement of Business and Finance is composed of five assistant vice chancellors and one director, reporting directly to the Vice Chancellor. The organizational structure for the Division Statement of Business and Finance is illustrated on page 96.

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. Assistant Vice Chancellor for Public Safety
6. Director of Human Resources

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 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.

#### **Assistant Vice Chancellor for Business Services**

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 Statement and administration of the Physical Plant, maintenance, operation, and new construction.

#### **Assistant Vice Chancellor for Public Safety**

The Assistant Vice Chancellor for 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.

#### **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 State Personnel Act (SPA) and for the total University's Benefit Program.

Fiscal integrity has been the primary focus of the Division Statement of Business and Finance's leadership and management staff. The goal of the Division Statement 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 Statement 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 statement of the Division and the University.

## **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 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**

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.

**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.

### **C. Goals and Objectives**

The Office of Budget and Planning shares the same goals and objectives as the Division of Business and Finance. 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.

### **Goals and Objectives addressed during 2003-2004**

#### **1. Reviewed the restructuring of the Office of Budget and Planning**

##### Outcomes Achieved/Results

The office was restructured during 2002-2003 following an evaluation of processing gaps. A permanent position was added and key responsibilities were divided and aligned with specific positions to create a specialist effect. The result of the restructure one year later includes easier access to information and services by the University community. The office has also experienced more solid reporting and financial planning as a result of adding a key specialist position. The clarity of duties and responsibilities has made for a more integrated and cohesive unit.

##### Assessment Measurements

Assessment measures include feedback from University personnel on the ease of securing information and help. This same type of feedback has also been received from the UNC Office of the President and the Office of State Budget and Management and other external customers.

##### Assessment Procedures

Assessments are received by the Chancellor and Vice Chancellor for Business and Finance, and the Assistant Vice Chancellor for Budget and Planning verbally or via correspondence. When assessments are received by the Chancellor and Vice Chancellor, copies are shared with the Office of Budget and Planning for review and discussions on next steps, etc.

#### 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 program/unit

After assessing feedback, having weekly meetings with the staff and discussions with the Vice Chancellor, the staff was encouraged to attend workshops and seminars. During the past year each employee has attended at least 2 workshops. At least one workshop for each individual was on interpersonal skills and team building while the other workshop(s) delved into the professional development or technical expertise of the particular position function.

### **2. Completed the year end closing procedures in a timely manner**

#### 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 required a significant amount of work. It also involved 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 formal reports and requests for additional information from OSBM, Fiscal Research and Office of the President. Most of the formal reports are annual while some come as ad-hoc reports and requests based on economic forecasts or programmatic thrusts for the University system or the State of North Carolina.

#### Administration of Assessment Procedures

The Assistant Vice Chancellor for Budget and Planning and Comptroller were responsible for the assessment procedures.

#### How findings from assessment data were used to improve program/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. Assumed greater role 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 University personnel and from staff members in the Office. Observation by the Vice Chancellor for Business and Finance and the Chancellor 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 program/unit

The goal of cross training provided obvious benefits to the staff, the University and our external customers, and will remain in place for the next fiscal year. The result has been a more informed and productive staff. The office has also implemented additional techniques to keep all staff well informed of significant changes at the University, State and Federal level that may effect how business is conducted.

## **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. 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, Property Management and University Mail Center. The office is located on the second floor of the Dowdy Administrative Building and is comprised of the Assistant Vice Chancellor for Business Services 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 customers and employees are valued.

**B. Mission Statement** - The Mission Statement of the Office of the Assistant Vice Chancellor for Business Services 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. Goals and Objectives**

The primary focus of the Office of Business Services is to provide support, guidance and leadership to subordinate units in achieving their short and long term goals. The Office of Business Services initiated the following goals for all units reporting through the Business Services Office.

#### **1 Enhance current revenue streams by identifying inefficiencies in process and procedures**

##### Outcomes Achieved/Results/

Goal partially achieved. This is on-going that will be continually applied. Small improvements were noted in the bookstore as labor charges decreased and receivables are now being collected more timely. Menu changes were made in Far East Fusion to focus on the desires of the customer.

##### Assessment Measurements

The Business Manager obtained knowledge of process and procedures relating to current, major revenue streams (e.g. bookstore sales, food service and other contractual commissions) in an effort to identify areas where increased efficiencies would translate to greater income.

##### Assessment Procedures

The Business Manager continued to focus efforts primarily in the areas of the University Bookstore and the Food Services areas. Other contractual commissions categories were also monitored (e.g. athletics concessions and Aggie water contract). Bookstore assessment measurements for the 2003-04 fiscal year were based on percentage increases in various sales categories as compared to the 2002-03 fiscal year. As relates to the Food Services area, the assessment measurement was based on the change in revenue from the 2002-03 fiscal year as compared to the 2003-04 fiscal year. The Aggie water and athletics concessions contracts were renegotiated and placed for bid, respectfully, in an effort to balance the University's return on services offered.

##### Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services and the Auxiliary Director is responsible for the administration of the assessment procedures.

##### How findings from assessment data were used to improve the program/unit

The Bookstore and Food Services sales and profitability data were used to identify sales categories/locations that are not showing year-to-year increases. Strategy sessions were held with unit managers to discuss the areas that were in need of managerial attention. Plans/goals were developed indicating how to improve performance.

## **2 Identify, plan and execute new revenue streams for applicable Business Services units.**

### Outcomes Achieved/Results

Goal partially achieved. This is an on-going initiative. New revenue streams have been identified for Aggie One Card and the Ticket Office.

### Assessment Measurements

Assessment measurements are based on the revenue generated by the units.

### Assessment Procedures

Review revenue reports. The review of revenue generated by product category for the One Card office is used to determine interest of faculty/staff and students. Also, marketing of the products is discussed to determine whether our approach effectively reached the targeted consumer. The Ticket Office revenue opportunities are limited as we continually attempt to identify viable events where a surcharge can be assessed.

### Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services and the Auxiliary Director is responsible for the administration of the assessment procedures.

### How findings from assessment data were used to improve the program/unit

The Aggie One Card and University Ticket Office have been provided a basis for establishing revenue streams. The One Card Office has developed plans to market card accessories (card holders, etc.) and provide event cards to various organizations for a fee. Also, electronic gift cards for marketing in the bookstore and the One Card Office will provide a secure method for buyers to purchase items such as food and gifts without the risk of carrying cash. The Ticket Office is exploring opportunities to begin assessing a small surcharge when working certain ticketed events. These initiatives will be on-going as we continue to hone our market niche.

## **3 Enhance contract and fiscal support services provided by Business Services units.**

### Outcomes Achieved/Results

Goal partially achieved. This is an on-going initiative. Separate financial statement meetings are being conducted with large auxiliary units.

### Assessment Measurements

Monthly financial statement for certain large auxiliary units.

### Assessment Procedures

Review financial statements

### Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services and the Auxiliary Director is responsible for the administration of the assessment procedures.

#### How findings from assessment data were used to improve the program/unit

It is our intent to enhance our current monthly financial statements meeting by establishing an auxiliary server that will provide relevant current and historical financial data that will be accessible on-line by authorized users.

#### **4 Expand professional development opportunities and cross training for personnel in Business Services units.**

##### Outcomes Achieved/Results

Goal partially achieved. This is an on-going initiative for all subordinate units. Four unit managers reported increases in professional development opportunities. All unit managers (eight) have initiated cross training within their area.

##### Assessment Measurements

Number of professional development workshop and cross-training attended and offered per performance management summary documents.

##### Assessment Procedures

Review documentation of each unit's staff professional development activities annually.

##### Administration of Assessment Procedures

The Assistant Vice Chancellor for Business Services and the Auxiliary Director is responsible for the administration of the assessment procedures.

#### How findings from assessment data were used to improve the program/unit

Cross training and professional development activities provide staff with insight on other office activities and also allow a fresh perspective resulting from interacting with representatives from other universities and/or corporations.

### **University Mail Center**

#### **I. Overview of the Department**

Organizationally, the University Mail Center (UMC) is positioned within the Division of Business and Finance, reporting to the office of the Assistant Vice Chancellor for Business Services. 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.

#### **II. Strategic Plan**

The duties of the University Mail Center are vital to the University's administration, faculty and students. It is a liaison between the United States Postal Service and the University; it also serves as an information center. The function of the Mail Center is to carry out the services of mail acceptance and mail handling in a professional, courteous and orderly manner.

**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, give complete service to our customers and save the University money.

**B. Mission Statement** - The Mission Statement 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.

### **C. Goals and Objectives**

All work goals were not fully achieved during this fiscal year due to budgetary constraints and time constraints on the computer center. The strategies used to achieve the goals cited by the UMC were:

#### **1 Complete implementation of the one card system for the convenience of students**

##### Outcomes Achieved/Results

Goal was not fully achieved. Collaborated with the Aggie One Card office to assure infrastructure is in place to accommodate Aggie One Card hardware. We are currently working with One Card office to complete implementation for 2004 – 2005 school years.

##### Assessment Measurements

Implementation will be measured once system is operational.

##### Assessment Procedures

Full implementation will occur when students will be able to use their aggie one card to purchase stamps and mail packages.

##### Administration of Assessment Procedures

The Mail Center Manager and the Director of Auxiliary Services are the persons responsible for administering the assessment procedures.

##### How findings from assessment data were used to improve the program/unit

Improvements will be assessed once system is operational

#### **2 Improve and expand mail forwarding system for students not attending summer school**

### **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 and Finance/Business Manager. The 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 Purchasing office processed 7,890 purchase orders in fiscal year 2003-2004 totaling approximately \$33,417,000. Of the total orders processed, sixteen (16) totaling \$3,028,000 that exceeded the university's purchasing authority and forwarded to NC State Purchase and Contract for approval.

## **II. Strategic Plan**

**A. Vision Statement** - The Vision Statement of the Purchasing Office is to be recognized as a leader in the educational industry in procuring quality supplies and services in the most economic and convenient way possible, while ensuring compliance with NC State and University policies..

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

### **C. Goals and Objectives**

The University Purchasing Office accomplished all of its goals for fiscal year 2003-2004. The status of each is as follows:

#### **1 Increase spending with Historically Underutilized Businesses**

##### Outcomes Achieved/Results

Goal achieved. The University's minimum goal to be derived from HUB vendors is 12% of the dollar amount of purchases of goods and services.

##### Assessment Measurements

Goal attainment is measured in part by a quarterly report required by the Office of State Purchasing and Contract. The report details the level of spending with HUB vendors and the percentage of total University purchasing business conducted with these vendors.

##### Assessment Procedures

Reviewed quarterly state report and compare percentage of HUB vendors with annual goal.

##### Administration of Assessment Procedures

The Director of Purchasing and staff members

##### How findings from assessment data were used to improve the program/unit

The University reached 12.4% for the 2003-2004 fiscal years by procuring \$4,668,821 of the University's total purchases of \$37,520,021 from HUB vendors. To help facilitate the increase in spending with Historically Underutilized Business (HUB) was updated with additional HUB Vendors. This listing assisted the University's faculty and staff in identifying HUB Vendors for their products and service needs. We attended the Carolina Minority Supplier Development Council Annual Business Opportunity Conference to identify additional HUB Vendors to be used by the University.

## **2 Conduct a Minority and Women's Vendor Fair on campus**

### Outcomes Achieved/Results

Goal achieved. The Minority and Women's Vendor Fair was held on April 26, 2004 in the Memorial Student Union.

### Assessment Measurements

This fair helped the University attain 12% dollar goal of spending with HUB vendors. The results were measured by the percent of increase from the previous year.

### Assessment Procedures

The Historically Underutilized Business Quarterly Purchasing Report is used to access progress toward spending goal.

### Administration of Assessment Procedures

The Purchasing Director and Assistant Vice Chancellor for Business Services are the persons responsible for administering the assessment procedures.

### How findings from assessment data were used to improve the program/unit

The Minority and Women's Vendor was held on April 26, 2004, in the Memorial Student Union. We had 30 vendors and 112 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.

## **3 Conduct University purchasing, travel and procurement card workshops for the 2003-2004 fall and spring semesters**

### Outcomes Achieved/Results

Goal achieved. We provided Financial Record Systems (FRS) on-line requisitions training for University departments continuously. These training classes provide information concerning the On-Line Requisition process procedures.

### Assessment Measurements

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

### Assessment Procedures

Surveys were taken after each workshop for feedback.

### Administration of Assessment Procedures

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

### How findings from assessment data were used to improve the program/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. The surveys indicated that the workshops provided the necessary information for the faculty/staff to make informed University purchasing decisions.

#### **4 Conduct procurement cardholder workshops**

##### Outcomes Achieved/Results

Goal achieved. Procurement workshops for all cardholders were conducted on September 26 & 30, 2003 and October 16, 2003, respectively. 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.

##### Assessment Measurements

Attendees provided feedback on their level of satisfaction with the information presented for each workshop they attend.

##### Assessment Procedures

The survey information is summarized by the Purchasing Director and his staff. The results are shared with all purchasing department staff and the Assistant Vice Chancellor for Business Services in an effort to address any weaknesses.

##### Administration of Assessment Procedures

The Purchasing Director and Assistant Vice Chancellor for Business Services are the persons responsible for administering the assessment procedures.

##### How findings from assessment data were used to improve the program/unit

The assessment helped to increase our delivery level of customer service proficiency.

#### **5 Provide employee cross training**

##### Outcomes Achieved/Results

Goal achieved. The goal achieved resulted in our improvement of our purchase orders processing from an average of forty-eight hours to a current twenty-four period.

##### Assessment Measurements

Performance surveys helped to assess the strengths and weaknesses of the information provided in the workshops.

##### Assessment Procedures

Surveys were taken conducted after each workshop presentation to gain feedback. 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.

##### Administration of Assessment Procedures

The Purchasing Director and his staff are responsible for administering the assessment procedures.

##### How findings from assessment data were used to improve the program/unit

Eighty-two percent (82%) of the attendees of the purchasing cardholders workshop provided an overall satisfaction of very satisfied with the training sessions. They felt the training met their

expectations and the information provided would be extremely helpful in their activities. Ninety percent (90%) of the attendees of the purchasing and travel workshops assessed the session overall from very good to excellent. They felt the content, visuals and materials provided very helpful in their activities.

## **Auxiliary Services**

### **I. Brief Overview of the Department**

Auxiliary Services is a visible support unit on the campus providing essential services to students, faculty, staff, parents and visitors. Organizationally, Auxiliary Services is positioned in the Division of Business and Finance. The Director reports to the Assistant Vice Chancellor for Business and Finance/Business Manager. Auxiliary Services is staffed by six permanent employees and one temporary employee. The Department serves a vast and diverse customer base and acts as a liaison with the Division of Student Affairs. The Department consists of four functional units: Dining Services, Aggie One Card, University Bookstore and the University Ticket Office.

### **II. Strategic**

**A. Vision Statement** - Auxiliary Services is customer service driven as well as a revenue generating entity that provides high quality products and services at competitive prices using sound and efficient management practices to enhance revenue stream and preserve the University's resources.

**B. Mission Statement** - The Mission Statement 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 and Objectives**

#### **1 Negotiate a New Exclusive Campus-Wide Beverage Contract**

##### Outcomes Achieved/Results

Goal fully achieved. Auxiliary Services drafted an exclusive campus-wide beverage RFP. The RFP for the first time included a comprehensive exclusive beverage contract. The contract was awarded to Pepsi Beverage Bottling Ventures, October 2003. Pepsi Bottling Ventures provided a fund of \$140,000 for University scholarships.

##### Assessment Measurements

The bids from the RFP was reviewed and Pepsi Bottling Ventures presented the most attractive and profitable bid.

### Assessment Procedures

Pepsi Bottling Ventures was the successful bidder and the University signed a five (5) year exclusive agreement with this beverage company.

### Administration of Assessment Procedures

An evaluation of the offering by the bidder was compared to RFP requirements. The bidder determined to offer the most advantageous package was awarded the bid. The Auxiliary Director in coordination with the Assistant Vice Chancellor for Business Services and the Director of Purchasing are the persons responsible for administering the assessment procedures.

### How findings from assessment data were used to improve the program/unit

The awarding of this bid provided the university with an improved range of product offerings, marketing opportunities and scholarship dollars.

### **2 Enhance cafeteria dining and food services campus wide.**

### Outcomes Achieved/Results

Goal fully achieved. Added Freshens August 2003 as our newest branded concept for Williams Cafeteria. Café a La Cart opened fall 2003 in the General Classroom Building

### Assessment Measurements

The addition of two (2) new retail operations now gives North Carolina A&T a total of seven (7) branded concepts.

### Assessment Procedures

Track number of branded concepts added.

### Administration of Assessment Procedures

The Auxiliary Director in coordination with Assistant Vice Chancellor for Business Services are the persons responsible for administering the assessment procedures.

### How findings from assessment data were used to improve the program/unit

The addition of Freshens and Café a La Cart strengthens the variety of food service offerings being provided to students, faculty/staff and guests of the University. The addition of the audio/video equipment provides our facilities with the flexibility to host events beyond regular board meal periods.

### **3 Create more efficient campus vending refund process for beverages and snacks**

### Outcomes Achieved/Results

Goal fully achieved. A Request for Refund form was created to expedite processing request for refunds, product out-of-stock and machine malfunctions. A memorandum was sent to university faculty, staff, resident directors and administrators informing them of the new policy change. Refunds for beverages and snacks are available in Auxiliary Services. This goal was not accomplished in previous fiscal years.

#### Assessment Measurements

The timeliness and efficiency of refunds to the University has increase by 80%.

#### Assessment Procedures

A “Request for Refund” form was generated and used for all refunds.

#### Administration of Assessment Procedures

The Auxiliary Director is the person responsible for administering the assessment procedures.

#### How findings from assessment data were used to improve the program/unit

The processing of request for refunds is more efficient and done in an expedient manner.

### **4 Select and unveil a new campus logo**

#### Outcomes Achieved/Results

Goal fully achieved. After review of several drafts, a new logo was recommended to the Chancellor for approval. The Auxiliary Director served as co-chair of the new logo selection committee which also included the enforcement of the logo licensing program. Several open forums with students, faculty, staff, local community and alumni were held over the period of a year. The unveiling ceremonies took place August 2003.

#### Assessment Measurements

N/A

#### Assessment Procedures

A committee was formed to review the logos.

#### Administration of Assessment Procedures

The Auxiliary Director and Logo Selection Committee were responsible for administering the assessment procedures.

#### How findings from assessment data were used to improve the program/unit

The unveiling ceremonies, which included community participation and the campus family was filled with excitement, much enthusiasm and overwhelming acceptance of the “new look.”

### **Aggie One Card**

#### **I. Brief Overview of the Department**

At a time when technology is shaping life in the academic world, it is no surprise that the Aggie One Card Center strives to be the provider of as many services to the University as possible. The Aggie One Card of today has taken the place of ID cards, door keys, debit cards, athletic stickers, meal cards and ATM cards. This unit is responsible for support and maintenance of all card-related application systems, including required enhancements, planned upgrades, and changes in data requirements, new purchases and more. This unit is also responsible for developing and maintaining a set of policies and procedures for the department that will be consistent with the

applications and platforms and will comply with all University rules and regulations. The office is located on the second floor of the Memorial Student Union Building and is comprised of the Systems Administrator, two technicians, one Accountant and a Processing Assistant.

## **II. Strategic Plan**

**A. Vision Statement** – To be recognized as a leader in the higher education industry in terms of delivering innovative card-related services to all its customers in the most efficient and customer friendly manner.

**B. Mission Statement** - The mission of the Aggie One Card Center is to uniquely identify each person and department that routinely interacts with North Carolina A&T State University, provide and support card-based systems and services to meet the identification and authorization needs of the University and securely provide cardholder information for use by units throughout the University.

## **C. Goals and Objectives**

### **1 Update ID Workstation Software**

#### Outcomes Achieved/Results

This upgrade has allowed for a much better management of image storage and recovery, and greatly improved efficiency in terms of card production. Both software upgrade and training were achieved through staff collaboration. Since the upgrade, batch printing and card design flexibility has greatly increased the efficiency of the operation. As a result of this upgrade, access monitoring capability has reached new heights; reporting of the Micros system has improved tremendously and the ID software is now truly integrated with the Oracle database of the CS-Gold software. Superior performance of this software has greatly improved staff performance.

#### Assessment Measurements

The software enabled the One Card operation the ability to generate unlimited multi-purpose identification cards for departments and conferences.

#### Assessment Procedures

The One Card operation can generate identification cards for unlimited usage.

#### Administration of Assessment Procedures

The Systems Administrator at the Aggie One Card Center was responsible for the assessment.

#### How findings from assessment data were used to improve the program/unit

Provide services to department, conference groups and other entities.

## **2 Upgrade CS-Gold Software**

### Outcomes Achieved/Results

Software upgrades were achieved with Diebold consultants working in collaboration with staff members; a fully functional system was the desired result. In-house training to enhance staff knowledge on hardware, software, enhancement of project implementation skills, improved understanding of system logic, updating of the procedures manual, cross-training staff, along with the infusion of team-spirit helped tremendously in achieving goal 2. Project deadlines were strictly followed and staff meetings were held at regular intervals.

### Assessment Measurements

The CS-Gold software was implemented in interval stages.

### Assessment Procedures

Install CS-Gold software to all One Card users.

### Administration of Assessment Procedures

The Systems Administrator at the Aggie One Card Center was responsible for the assessment.

### How findings from assessment data were used to improve the program/unit

NA

## **3 Program transaction processors and the database for the new Season Book Cards sold by the Ticket Office.**

Expand use of electronic technologies to enhance efficiency of campus services.

### Outcomes Achieved/Results

Goal fully achieved. This goal was set to expand the usage of the Aggie One Card. The fulfillment of this goal enabled the staff to incorporate a conference module into the database, and integrate it to work in conjunction with gate access at Athletic events. This goal was set in collaboration with ITT, intended as a service enhancement to students.

### Assessment Measurements

Season Book cards were produced and used during the Athletic events without any problem(s). A copier was added to the Student Union, equipped with a card reader. However, due to budgetary constraints on the part of ITT, the program could not be expanded during the 2003-04 fiscal year. As a result, students are able to use their flex dollars and debit plans at Freshens and Café a La Carte. Students are also able to swipe their cards on the visitor's side to gain access to the stadium, and not be limited to the home side only.

### Assessment Procedures

Staff relied upon technical manuals, and prior database experience to implement this project. Card was tested for proper operation. System was configured for a new location and database was adjusted to set up audit trails. Equipment was tested for proper operation. Increasing communication among related departments, strengthening internal procedures, consulting

technical manuals and capitalizing on staff determination to respond to student demands and focus on improving customer service helped to achieve this goal. The system produced the desired results.

#### Administration of Assessment Procedures

The Systems Administrator in coordination with the Ticket Manager and Auxiliary Director was responsible for the assessment. The Director of the Student Union, along with the One Card Systems Administrator was responsible for the assessment of the result. The Director of Auxiliary Services along with the One Card Systems Administrator was responsible for administering assessment procedures.

#### How findings from assessment data were used to improve the program/unit

As a result of this achievement, the unit was able to expand the usage of the card and improve accountability and audit trail. The implementation of this goal expanded card usage at the food services location and at Aggie Stadium.

### **4 Rewrite all job descriptions**

#### Outcomes Achieved/Results

Goal partially achieved. This goal was set to address an on-going staff concern about cohesion between job grade and job responsibilities. As a result of the rapid expansion of the card program on campus, the steady growth in the level of technical proficiency needed to provide excellent service, combined with budgetary constraints, forced management to redistribute work responsibilities among staff members over the years. Time constraint was the principle impediment towards achieving this goal. This goal was set to streamline management responsibilities, as far as security access is concerned, between Aggie One Card and Police Administration, and to provide improved services to the campus community. Throughout the fiscal year the two offices collaborated towards achieving this goal. Time constraint was the greatest impediment towards fully achieving this goal. However, this is an on-going strategy that will be continually pursued.

#### Assessment Measurements

Review to be conducted by the Office of Human Resources.

#### Assessment Procedures

Employee job descriptions were re-written by the Systems Administrator, in consultation with the staff, to reflect job responsibilities accurately and sent to Human Resources for review after obtaining appropriate approvals. Through communications with related departments, procedures will have to be established to outline areas of responsibilities and system testing will have to be done to ensure expected results.

#### Administration of Assessment Procedures

The Systems Administrator and Chief of Police in coordination with the Office of Human Resources was responsible for administering assessment procedures.

How findings from assessment data were used to improve the program/unit  
NA

## **7 Establish another Technician Position**

### Outcomes Achieved/Results

Goal partially achieved. The University has undertaken a massive security access and monitoring project on campus. The first phase of this project is nearing completion. This goal was set to meet the requests for custom reporting that Aggie One Card receives from other units and from upper management. Such training will enhance staff skills in writing programs which will produce custom reports to meet such demands. Because of budgetary constraints, management was unable to send staff to Diebold training. However, staff took full advantage of the various tutorial sites available on the web and was able to produce many custom reports during the course of the year. After assessing the need to further enhance staff skills in the area of custom reporting, budgetary accommodations have been made to achieve this goal during the 2004-05 fiscal year.

Goal fully achieved. Micro is a Point of Sale software and hardware system which is fully integrated with the CS-Gold system. This system was purchased by the University during the 2002-03 fiscal year. After the first year of operation and assessment, it was determined by the staff members that advanced level training was necessary to improve troubleshooting and report writing skills.

Goal fully achieved. This goal was set so that Aggie One Card is fully aware of the cutting edge technology and can continue to bring the latest and the best to this campus.

### Assessment Measurements

Considering the existing staffing situation, this goal was set in anticipation of the increased work load of the Aggie One Card Center in providing software and hardware maintenance support to the Campus Police Administration. The establishment of this position is currently under consideration at the upper management level.

### Assessment Procedures

Letter from the Office of Human Resources stating that approval for the requested position has been granted. Making sure documentation regarding the establishment of a new position is on file with the appropriate signatures, and associated budget is in place to hire a technical staff. The necessary training was provided by Diebold System Engineers which has resulted in enhanced performance of the Micros locations on campus. Based on this experience, management plans to introduce additional Micros locations at the various Auxiliary retail units during the next fiscal year.

### Administration of Assessment Procedures

The Systems Administrator is responsible for administering assessment procedures.

The necessary training was provided by Diebold System Engineers which has resulted in enhanced performance of the Micros locations on campus. Based on this experience,

management plans to introduce additional Micros locations at the various Auxiliary retail units during the next fiscal year.

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

The unit has acquired skills in producing many custom reports on demand. Such capabilities have increased efficiency in time management and database management. However, a lot more remains to be done in this area. The unit is now able to handle most of the service calls instead of waiting for vendor response. This is saving valuable staff time on both ends and eventually reducing operation downtime. As a result of such attendance, valuable contacts were set up and ideas exchanged with peer institutions.

**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**

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

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

**C. Goals and Objectives**

**1 Produce error free game audit reports.**

Outcomes Achieved/Results

This goal was fully achieved. The Ticket Office produced 95% error free game audits and student activity audits. Annual audits provide reasonable assurance that the unit's operations are within fiscal guidelines and provide guidance in areas needing improvement.

Assessment Measurements

Internal audit reports and external audit reports were the assessment measurements used to evaluate the goals of the Ticket Office.

### Assessment Procedures

The procedure used was based on the general guidelines of auditing and procedures for auditing. An audit checklist was developed by the management team in the Ticket Office and Auxiliary Services. This checklist has to be attached to each report when complete.

### Administration of Assessment Procedures

The University Ticket Manager and Auxiliary Director are responsible for administering the assessment procedures.

### How findings from assessment data were used to improve the program/unit

Any audit exceptions noted are used to improve procedures used by the office to administer the specific audit area.

## **2 Increase the development of staff through cross training and professional development.**

### Outcomes Achieved/Results

This goal was fully achieved. The Ticket Office personnel attended nine (9) professional development workshops. The efficiencies of our staff training have resulted in our continued improvement. Customer service was improved as a result of this strategy

### Assessment Measurements

Observe work and provide verbal assessment when employee is used in a cross functional area.

### Assessment Procedures

Management within the Ticket Office reviewed with each employee workshops that would benefit them as it relates to their job positions as well as personal development.

### Administration of Assessment Procedures

The University Ticket Manager is responsible for administering the assessment procedures.

### How findings from assessment data were used to improve the program/unit

Functions that were previously delayed because of absences are now being performed competently.

## **3 Establish permanent cashier position.**

### Outcomes Achieved/Results

This goal was fully achieved. The Ticket Office was instrumental in establishing a permanent cashier position.

### Assessment of Measurements

N/A

### Assessment of Procedures

N/A

#### Administration of Assessment Procedures

The University Ticket Manager is responsible for administering the assessment procedures.

#### How findings from assessment data were used to improve the program/unit

The permanency of this position will stabilize the current experienced staff.

### **4 Develop new revenue stream**

#### Outcomes Achieved/Results

This goal was partially achieved. Some revenue for the Ticket Operation was produced.

#### Assessment Measurements

The Ticket Office has begun to assess a ticket printing charge for events that are held on the campus. A cost analysis was performed based on the grade of ticket stock that was ordered. A resultant ticket printing charge was developed to charge the event sponsor.

#### Assessment Procedures

This process is still being reviewed and analyzed for viability.

#### Administration of Assessment Procedures

The University Ticket Manager and the event sponsor is responsible for administering the assessment procedures.

#### How findings from assessment data were used to improve the program/unit

The Ticket Office is providing more services to Student Activities and other University events. The need to charge for ticket printing has become essential.

### **5 Improve communications between the Ticket Office, Athletics and Student Affairs**

#### Outcomes Achieved/Results

This goal was fully achieved. There were improved lines of communications. The expectations were clear of the roles from each person involved.

#### Assessment Measurements

Each fiscal year the Ticket Office conducts a workshop with the external employees. Athletics and Student Affairs are invited to participate. The attendance from previous employees increased and the number of new and interested persons was tremendous.

#### Assessment Procedures

N/A

#### Administration of Assessment Procedures

Event sponsor, Ticket Manager and each participant that was involved in the workshop.

### How findings from assessment data were used to improve the program/unit

This is one way that the lines of communications are kept open. Improvement in the overall operation of ticketing was a result of this goal. Each unit discusses what is needed to execute that event and that request is fulfilled prior to the event.

## **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. Textbook buybacks, free notary service, textbook reservations, computer consultation and sales, on-line office supply ordering, Aggie Convenience Store (ACS), and alumni catalog mail order service are services provided to students, faculty/staff and alumni throughout the year.

### **II. Strategic Plan**

**A. Vision Statement** - 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 Statement 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 Agricultural and Technical State University; and to ensure continuous exceptional service through good management practices and responsible planning of both capital funding and faculty requirements.

### **C. Goals and Objectives**

The Bookstore was able to accomplish all but one of its on-going goals from prior fiscal year 2002-03. Progress was made in the area of implementing a more aggressive marketing program, however additional work is needed. More sales were offered throughout the year; the University's list serve and A&T Register were utilized for advertisements; sales flyers were stuffed in campus departments and student mailboxes; five \$300 shopping sprees were raffled, and a student worker was hired as a Marketing Specialist. Although sales increased through the establishment of a merchandise catalog, additional budgetary planning is needed to expand and diversify products and services.

The following goals were established for fiscal year 2003-04, and outcomes achieved, assessment measurements and assessment procedures are as follows:

## **1 Obtain feedback from faculty, staff and students regarding Bookstore products and services**

### Outcomes Achieved/Results

Results are pending.

### Assessment Measurements

A Customer Satisfaction Survey was conducted for faculty, staff and students.

### Assessment Procedures

On-line survey.

### Administration of Assessment Procedures

The Survey was independently conducted by the National Association of College Stores (NACS). The Bookstore Manager has responsibility for reviewing results.

### How findings from assessment data were used to improve the program/unit

Results pending.

## **2 Enhance services to graduates**

### Outcomes Achieved/Results

Services to graduating students were streamlined and enhanced by creating a one-stop shop for graduation needs.

### Assessment Measurements

Graduating student survey.

### Assessment Procedures

Survey was a paper conducted survey of graduating students that participated in grad fair.

### Administration of Assessment Procedures

The survey to assess the quality of products/services rendered was circulated to students at Grad Fair. The survey was conducted by the University Bookstore in conjunction with Josten's.

### How findings from assessment data were used to improve the program/unit

Costs to the students were reduced significantly (e.g. rings for graduating students) and incentives were provided by the Chancellor with profits escalating for the Bookstore.

## **3 Enhance bookstore physical appearance**

### Outcomes Achieved/Results

Roof repairs were made to the Bookstore facility.

### Assessment Measurements

Assessment was measured by standard construction guidelines.

#### Assessment Procedures

Inspection of roof repair.

#### Administration of Assessment Procedures

The Facilities Department and local governmental officials inspected roofing repairs completed.

#### How findings from assessment data were used to improve the program/unit

Roof leaks were repaired.

### **4 Develop strategies to increase used textbooks availability**

#### Outcomes Achieved/Results

The availability of used textbooks increased. Process is on-going to improve internal timeframe to convert textbook adoptions.

#### Assessment Measurements

Compared used books purchased to previous period.

#### Assessment Procedures

Check inventory of used textbooks purchased.

#### Administration of Assessment Procedures

Bookstore Manager, textbooks staff, and bookstore accounting staff responsible for monitoring procedural changes.

#### How findings from assessment data were used to improve the program/unit

Operations of the buyback program improved due to expedient processing.

### **5 Conduct a feasibility study for implementation of TeleCheck services**

#### Outcomes Achieved/Results

The collection rate for “insufficient fund” (NSF) checks improved by 57% as a result of the University’s requirement to place NSF check amounts on student accounts.

#### Assessment Measurements

Comparative analysis of the University’s collection methods vs. services provided by TeleCheck. A feasibility study was conducted to assess continued utilization of TeleCheck services.

#### Assessment Procedures

We compared University bad check write-offs to our projected payments to Telecheck.

#### Administration of Assessment Procedures

The Feasibility Study was conducted by Bookstore personnel with the use of cost benefit analysis.

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

It was determined that the use of TeleCheck should be discontinued due to current collection procedures established by the University.

**6 Activate the accounts payable module in PRISM System**

The accounts payable (A/P) module was established to strengthen the internal controls over the A/P process.

Outcomes Achieved/Results

Activated accounts payable module in PRISM system.

Assessment Measurement

The effectiveness of procedure would be measured by the accounts receivable “turn-over” cycle. The procedure is documented in the PRISM Accounts Payable Manual.

Assessment Procedures

Review procedural documentation. The module was established at year-end. Procedural documentation will be finalized in the 2004-05 fiscal year.

Administration of Assessment Procedures

The Bookstore Manager is primarily responsible for assessment procedures.

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

Improved tracking of invoices, credits and enable timely payment of invoices.

**7 Implement a customer service station**

The need for a customer service station originated from the various requests for information and inquiries.

Outcomes Achieved/Results

A customer service station was implemented.

Assessment Measurements

Customer feedback will be used to measure customer satisfaction.

Assessment Procedures

Collected verbal feedback from customer. Further information will be forthcoming in fiscal year 2004-05.

Administration of Assessment Procedures

The Bookstore Manager and Cashier Supervisor are responsible for assessment procedures.

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

A central location was provided to receive and respond to customer concerns. Customers have indicated their satisfaction to have a central location to manage their concerns.

## **8 Decrease annual personnel costs**

Outcomes Achieved/Results

Better control of scheduling and the use of manpower reduced annual personnel costs by 30%.

Assessment Measurements

Internal reports were used to conduct the assessment of temporary and permanent employee overall personnel costs.

Assessment Procedures

Performed comparison of personnel costs.

Administration of Assessment Procedures

The procedure was administered by the Bookstore Manager in coordination with the unit Accountant.

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

Reduced personnel expenses improved operating efficiency.

## **Property Management**

### **I. Brief Overview of the Department**

The Property Management Office is a service within the Division of Business and Finance reporting to the Office of the Assistant Vice Chancellor for Business and Finance/Business Manager. The Property Management Office manages University property via FRS and administers bids for public sale of University equipment.

### **II. Strategic Plan**

**A. Vision Statement** - The Vision Statement is to increase office productivity and accuracy through automation using an automated system while providing excellent customer service.

**B. Mission Statement** – The Mission Statement of the Property Management Office is to provide excellent customer service to departments through management of University property via FRS and removing surplus property in a timely manner.

### **C. Goals and Objectives**

The following goals were established for fiscal year 2003-04, and outcomes achieved, assessment measures, assessment procedures and the strategies used to achieve the goals are as follows:

## **1 Continue to tag capitalized items in a timely manner.**

### Outcomes Achieved/Results

Goal partially achieved. This is an ongoing process. We have reduced the waiting period for high dollar items to be tagged from four months to two months.

### Assessment Measurements

Continued use of the pending asset report to assess if we were capturing the capitalized items in a timely manner.

### Assessment Procedures

Financial reporting was directed to print the pending asset report for our review so that we could address deficiencies.

### Administration of Assessment Procedures

The Property Management Officer is responsible for the assessment procedures.

### How findings from assessment data were used to improve the program/unit

The report will be used to further address deficiencies with tagging high dollar equipment in a timely manner.

## **2 Conduct Property Management Workshops twice a year.**

### Outcomes Achieved/Results

Goal fully achieved. Workshops were conducted in October 2003 and March 2004. The disposition and transfer forms were properly completed, which reduced the amount of lost/stolen equipment and unnecessary paperwork during annual inventory.

### Assessment Measurements

Reviewed the property disposition and transfer forms for accurate information regarding surplus and transferred equipment.

### Assessment Procedures

Departmental Inventory Representatives were instructed to train faculty/staff in their department to use the procedure for properly completing disposition forms.

### Administration of Assessment of Procedures

The Property Management Officer is responsible for the assessment procedures.

### How findings from assessment data were used to improve the program/unit

The disposition forms will be used as means to identify problems with surplus equipment, missing equipment and annual inventory.

### **3 Continue employee cross training.**

#### Outcomes Achieved/Results

Goal partially achieved. This is an ongoing process that will be continually applied. Ongoing training for employees improved customer service. The turn around time for surplus dispositions was reduced from approximately four weeks to approximately two weeks.

#### Assessment Measurements

Reviewed surplus dispositions start and completion dates to determine the turn around time and checked to see if the dispositions were properly completed by Property Management.

#### Assessment Procedures

Instructed the Property Management staff to handle dispositions on a first come first serve basis and log the date in a book when they are completed.

#### Administration of Assessment Procedures

The Property Management Officer is responsible for assessment procedures.

#### How findings from assessment data were used to improve the program/unit

The surplus dispositions will be used to address employee weaknesses in regards to providing quality customer service.

### **4 Maximize space in the warehouse**

#### Outcomes Achieved/Results

Goal partially achieved. This is an ongoing process that will be continually applied. Submitting bid sale information and cleaning the warehouse of undesirable items increased storage space in the warehouses.

#### Assessment Measurements

Inspection of warehouse

#### Assessment Procedures

The warehouses are inspected monthly so that we can determine what needs to be sold or thrown away.

#### Administration of Assessment Procedures

The Property Management Officer is responsible for assessment procedures.

#### How findings from assessment data were used to improve the program/unit

The bid sale information and junk list is used to determine the amount of equipment that we have stored in the warehouses and to determine how frequently we need to provide space.

## **5 Continue to improve departmental inventories.**

### Outcomes Achieved/Results

Goal partially achieved. This is an ongoing process. The Property Management Office received names of individuals in each department that will act as a liaison for inventory issues. As a result all departments completed their annual inventories.

### Assessment Measurements

Departmental annual inventories.

### Assessment Procedures

Review and update annual departmental inventories when there are changes to be made.

### Administration of Assessment Procedures

The Property Management Officer is responsible for assessment procedures.

### How findings from assessment data were used to improve the program/unit

Department Heads were instructed to appoint an individual who will act as a liaison for inventory issues. The departmental inventory representative will act as a contact for inventory issues so that problems can be addressed in a timely manner and to reduce unnecessary paperwork.

## **COMPTROLLER DEPARTMENT**

### **I. Brief Overview of the Department**

The Comptroller's Office is one of five 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, Systems Development, Payroll, Treasury/Student Accounts Receivable, and Financial Reporting. 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 receipt of University funds; (4) the distribution of budget and expenditure reports to the appropriate state agencies and departments of the University; (5) the preparation and interpretation of internal and external financial reports concerning the University; (6) the entry of all financial data required for the computerized Financial Records System; and (7) 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 and 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, and enhanced services to students and the University community,
- Foster an atmosphere that encourages and facilitates communication and collaboration among and between Division and University units/employees, creating partnerships designed to enhance effectiveness,
- Schedule periodic training to assist the University community in maintaining high levels of procedural and financial system expertise,
- Focus on expanding the use of information technology and office automation to facilitate attainment of the Office and University missions,
- Encourage and support staff attendance at professional development and customer relations service workshops for all employees,
- Continue to promote an environment for excellence and quality improvement.

The Office continues to make attempts to implement systems that promote efficiencies and has found that the University community 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 2003-04 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. Rectify concerns identified by the Office of the State Auditor (OSA) in its 2002-03 audit.**

### Outcomes Achieved/Results

All audit concerns were rectified to the satisfaction of the Office of the State Auditor, the UNC Office of the President, and the NC A&T administration.

### Assessment Measurements

Assessment measures include feedback from our state auditor and the UNC Office of the President.

### Assessment Procedures

Assessments are reviewed by the Chancellor, Vice Chancellor for Business & Finance, and the Comptroller by correspondence. Subsequent audits provide further feedback.

### 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 program/unit

One recommendation focused on the need to have timely and accurate reporting of fixed assets and surplus property inventories. The Property Management Office was re-assigned to the AVC for Business Services, and the Reporting Department helped devise an appropriate accounting method for surplus. A second recommendation focused on properly accounting for residence life functions. This was addressed by the Business Manager, Comptroller, and Residence Life Director. Athletics findings are addressed separately, below. This goal is completed.

## **2. Assist the University Athletics administrative team in resolving any NCAA or State audit concerns.**

### Outcomes Achieved/Results

As noted in our 2002-03 annual report, the Comptroller's Office held a leadership role in the Department of Athletics' NCAA Re-certification process, but was not required to assist in the current year follow-up with the NCAA. The Comptroller was, however, a participating member of the University audit findings team that assisted Athletics with creating solutions to concerns identified in the 2002-03 State audit.

### Assessment Measurements

Measurements include the NCAA Certification Committee feedback to the NC A&T certification team in 2002-03 and the NC Office of the State Auditor (OSA) recommendations for improvement in its audit of the 2001-02 fiscal year (completed in 2003).

### Assessment Procedures

Reviewed feedback and recommendations for improvement of the Athletics operation made by both the NCAA and the OSA in audit reports.

### Administration of Assessment Procedures

The Athletics Director is responsible for the assessment administration.

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

Removing coaches from state funded positions will be implemented by the Department of Athletics over the course of several years, as it requires an increase in revenue. The Comptroller's Office is satisfied with the outcome of this goal, but will monitor progress.

**3. Implement the direct deposit of student refunds.**

Outcomes Achieved/Results

The Treasurer's Office implemented direct deposit of student refunds beginning with the Fall 2003 semester. Student who signed-up for deposited refunds had them directly deposited via ACH transfer into their 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, \$50, and \$25, and communication that students on direct deposit 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 over 1200 had signed up for Fall refunds. Signups increased by 80% before the Spring 2004 refunds. Over 2200 students elected to receive refunds via direct deposit.

Assessment Measurements

Student and staff verbal feedback to Treasurer and Comptroller who are on-site during check distribution; number of refund checks produced and in lines seen during refund period.

Assessment Procedures

Collect verbal feedback from staff and administrators, and from students via exit surveys. Count the number of refund checks and compare to data before direct deposit was offered. Monitor refund lines and compare to observation before direct deposits were offered.

Administration of Assessment Procedures

The Enrollment Management Team, of which the Treasurer's Office is a member, analyzes exit surveys. The Accounting Office provides data with respect to the number of physical checks written.

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

Recommendations for improvement are made by students, staff, and administration. Greatly enhanced customer service to students receiving refunds resulted in more timely distribution, no waiting in lines, and no need to carry a large check or cash as the funds are in the bank. For operational efficiency, there are enhanced internal controls, fewer checks to be cut, and less staff time involved in check processing and distribution.

**4. Intensify preparing for the implementation of the Banner ERP for Finance.**

Outcomes Achieved/Results

To prepare for the implementation of Banner Finance, a system-wide chart of Accounts format was created by the Comptroller's Office in coordination with the UNC Alliance team and the NC A&T Budget Office. Because the Banner system utilizes a common database, teams from every

University administrative area have been involved in producing a “shared data” protocol for all University divisions. Supervisor training began on a semi-monthly basis, and additional workspaces were built to provide room for backfill positions during next year’s implementation.

#### Assessment Measurements

There is both an Alliance group of thirteen universities and an implementation Steering Committee team on-campus that provides feedback concerning the implementation.

#### Assessment Procedures

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

#### Administration of Assessment Procedures

The Banner Steering Committee administers the assessment process.

#### How findings from assessment data were used to improve the program/unit

The Steering Committee evaluates project progress with respect to the project budget and timelines. The Committee has made adjustments to both, as it deemed necessary.

### **5. Update the e~Print server software to continue providing effective data warehouse access campus-wide to financial reports, with the inclusion of Student Information System reports.**

#### Outcomes Achieved/Results

During 2002-03 the Department fully implemented the availability of the Financial Record System (FRS) e~Print data warehouse to all campus users, eliminating the need for printing many reports and providing efficient CD-ROM archiving. This year, various Student Information System (SIS) reports were included in the warehouse. Additionally, the operating system was upgraded from Red Hat Linux v.7.2 to Red Hat Enterprise Linux 2.1 (Workstation) and the e~print software was upgraded as well. Our previous study revealed savings of over \$25,000 in paper, printing, and archiving costs.

#### Assessment Measurements

Informal feedback from campus users.

#### Assessment Procedures

Both written and verbal feedback from the university community during training sessions and during daily business operations.

#### Administration of Assessment Procedures

The Comptroller, Systems Development Director, and Information Technology were responsible.

#### How findings from assessment data were used to improve the program/unit

The goal is completed.

## **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 approximately 30 new computer systems or their components during the year. Installation will proceed throughout the summer. The PC's meet the standard set by IT&T for operational compliance with the new Banner ERP, and include viable Banner reporting tools such as Microsoft Access.

### 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 program/unit

Completion of the installation will upgrade all office PC's to Banner compatibility, necessary for next year's system implementation. Additionally, the new computers seem to provide a staff morale boost. The upgrade is on schedule.

## **7. Create systems that are effective, efficient, well received and clearly understood by all affected units.**

### Outcomes Achieved/Results

Campus departments are increasing their use of automated spreadsheet macros to transmit financial information, thus reducing errors and duplication of data entry. The Accounts Payable and Systems Development staff conducted training sessions as requested or as needed (based upon our observation of University departmental needs) throughout the year.

### Assessment Measurements

Departmental, administrative, and State Audit feedback are the main assessment measures.

### Assessment Procedures

Attendees complete a workshop assessment questionnaire, which is administered by the Staff Development Office. State audit results and recommendations are provided to (and reviewed by) the Comptroller, the Vice Chancellor for Business & Finance, and audited departments.

### Administration of Assessment Procedures

The Comptroller's Office (and its departments) was responsible for administering assessments.

### How findings from assessment data were used to improve the program/unit

The results of these evaluations were extremely positive, and no significant recommendations for

improvement were noted by our State Auditors this year. 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. Training on the Banner financial system will be imperative. There will also be many modifications to current business processes that must be communicated throughout the campus community.

**8. Encourage professional development of office supervisors and staff, particularly in areas of customer service, leadership, and PC proficiency.**

Outcomes Achieved/Results

- Nearly 100% of our office members attended professional conferences or seminars during the year, inclusive of training sessions presented locally or by A&T.
- A significant portion of the office attended Banner training throughout the year. Gifts Accountant Betty Williamson has trained with both the Development Office staff (Banner Advancement) and the Comptroller's Office supervisors (Banner Finance). Payroll Director Vanessa Lawson is a member of the Banner Human Resources implementation team. Our Reporting Department is creating and implementing the new NC A&T Banner chart of accounts in concert with the UNC Alliance schools, while Systems Development Director Anthony Grice is leading the Banner Data Standards Committee. Treasurer Kim Sowell and Assistant Treasurer Angela Dubose are participating in Banner Student training.
- The Division of Business & Finance hosted the 2004 UNC Financial Systems Conference, held annually for financial administrators within the University system. Coordinating the planning, programming, facilities, and web registration were Payroll Director Vanessa Lawson, Gifts Accountant Betty Williamson, and Comptroller Scott Hummel. Over 400 participants attended the conference, which presented nearly 50 individual informative sessions.
- Payroll Director Vanessa Lawson and Disbursements Accountant Lottayne Widemon attended two workshops related to non-resident alien compliance issues. In November, they attended the 8<sup>th</sup> Annual International Tax Compliance Workshop held in Green Bay, WI and in October they attended the Non-Resident Alien Tax Compliance Workshop in Arlington, VA. Additionally, Ms. Widemon facilitated the Payables and Fixed Assets Officers Roundtable Session at the UNC Financial Systems Conference in March.
- The Comptroller sought and was offered the opportunity by the Center for Creative Leadership to send--on scholarship--a unit supervisor to one of its renowned programs. Treasurer Kim Sowell attended "Foundations of Leadership", which provided 360-degree feedback on her skills and potential. She interacted with managers from around the country, and had one-on-one counseling for professional growth and community involvement.
- Contracts & Grants Director Lavonne Matthews and Assistant Director James Watlington attended the Federal Government Receivables & Research Bureau Conference in Washington, DC; staff accountant Eric Bowden attended the Cooperative State Research Education &

Extension Service (CSREES) Conference in Newport, RI in April; and the entire staff attended the UNC Financial Systems Conference hosted by NC A&T in March.

- Systems Development Director Anthony Grice attended the SCT Summit 2004 Conference held in Philadelphia, PA in March, and Reporting Department members Kathy Burckley and Alvenia Uitenham attended the SCT Education Technology Association (SETA) Southeast 2004 Conference held in Charleston, SC in May.
- 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.
- Comptroller Scott Hummel was named board president of the national SCT Education and Technology Association (SETA) for the 2003-04 year. The board is responsible for representing to SCT the Plus and Banner user group of advancement, finance, student, and human resource administrators, facilitating the exchange of user contact and system information, and administering regional user conferences across the United States.

#### Assessment Measurements

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

#### Assessment Procedures

Review audit feedback and work performance reviews.

#### Administration of Assessment Procedures

The Comptroller and supervisors are responsible for the assessment.

#### How findings from assessment data were used to improve the program/unit

Training and professional development benefited 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.

**A. Vision Statement** - An efficient, motivated, responsive and highly trained organization will provide high quality services and facilities.

**B. 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**

### **I. Brief Overview of the Department**

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.

**A. 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.

**B. 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.

### **C. Goals and Objectives**

#### **1. Improved customer service to the University community.**

##### Outcomes Achieved/Results

1.1 Continued success in support of the move-in of freshmen students in an unprecedented total enrollment of 10,075 students for the 2003-2004 fiscal year.

1.2 Grounds effectively planned and implemented a drainage solution for Holland Bowl to facilitate its usage for student activities, permitting overall enhancement to the Aggie experience.

1.3 Housekeeping successfully eliminated the night time third shift thereby improving the safety, efficiency, and productivity of building cleaning service delivery to students, faculty, and staff.

1.4 Central Receiving/Warehouse/Motor Fleet raised its level of service to the Chancellor's office by upgrading the dress code for drivers, producing an improved image for the University and to its guests.

1.5 Skill Trades continues to do a banner job by handling increased work load from executing repairs to events' support for the students, faculty, and staff with a minimum work force.

1.6 Project Management continues to make significant progress. Under increasing job assignments, this department of three people, along with the help of the other departments, has handled 100+/- small jobs, cumulative totaling well over 1.5 million dollars. All jobs have brought considerable value to the University community such as the specification and installation of a state-of-the-art GPS clock system across campus, the development of plans and specifications for a campus security management system, and the layout and installation of security gates on the north and south sides of the campus.

##### 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 program/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. Reduce the University net utility cost and increase energy conservation awareness.**

### Outcomes Achieved/Results

2.1 Achieved record savings through proactive measures implemented to reduce energy and utility usage. Savings include: an unprecedented check received from the City of Greensboro for +\$75,000 from overbilling on water usage; and, over \$25,000 resulting from steam utility shutdown over the Christmas break.

2.2 Developed a productive partnership with CERT that led to A&T receiving more grant funds than any other UNC member institution to implement demonstration projects. These projects not only reduced energy usage but also provided valuable data to the State Energy Office to leverage such knowledge to other State agencies.

2.3 Successfully implemented a campus-wide energy newsletter called Energy Watch, that received recognition at the State level.

### Assessment Measurements

The assessment measures included utility billing data and measurement of key energy parameters at the equipment level. Also, external input from the State Energy Office and funding levels achieved were used as indicators of performance.

### Assessment Procedures

The procedures consisted of benchmarking energy usage using the previous fiscal year billing data. For specific projects at the equipment level, before and after energy usage was measured and energy savings calculated. Input was provided through progress meetings with the State Energy Office personnel. Funding levels, also provided from the State Energy Office, were used as a measure of support – more funding, more projects to implement.

### Administration of Assessment Procedures

The Energy Manager and CERT administered the assessment.

### How findings from assessment data were used to improve the program/unit

Findings from the assessment data indicated that prior planning efforts and implementation of the planned energy initiatives resulted in unprecedented savings especially in water conservation. Also, the successful completion of the first demonstration projects and the valuable data collected led to more projects being funded.

In conclusion, the Facilities Physical Plant assessment measures, procedures, administration, and data have 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.

## Central Receiving/Warehouse

### I. Brief Overview of the Department

The 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 the 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.

**A. Vision Statement** - A leader of excellence in warehouse management, providing high quality services to the University.

**B. 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.

### C. Goals and Objectives

**1. To capture all University purchase order transactions on line and track all incoming merchandise through the FRS system, thereby reducing the time required by Accounts Payables to process and pay invoices.**

#### Outcomes Achieved/Results

All transactions are captured through the FRS system. Research capabilities were expanded as a result of the information being on line. The time to research a concern was reduced.

### Assessment Measurements

Records of merchandise received.

### Assessment Procedures

Accounts Payables tracks all incoming merchandise by the assigned purchase order number.

### Administration of Assessment Procedures

The warehouse manager and the accounts payables director were responsible for administering the assessment.

### How findings from assessment data were used to improve the program/unit

Locating the data proved highly beneficial. Not only were research capabilities enhanced, the amount of time required to complete transactions was greatly reduced.

## **2. Reduce the number of man-hours required for parts pick-up.**

### Outcome Achieved/Results

A list of parts to be purchased is typed and called in or faxed to vendors. The vendors pull the order and have it ready for pick up when the warehouse clerk arrives.

### Assessment Measurements

A lot of man hours were lost because it took employees too long to pick up parts. The time required was recorded in the pick up logbook that was monitored closely for one month. Appropriate work orders were also reviewed.

### Assessment Procedure

Monitor the request for materials. Track the work order being closed out.

### Administration of Assessment Procedures

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

### How findings from assessment data were used to improve the program/unit

The data showed that the time required to pick up parts was reduced allowing for more man hours to be used in other areas or on the repair itself. In addition, work orders are being closed out.

## **Grounds**

### **I. Brief Overview of the Department**

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.

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

**B. 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.

### **C. Goals and Objectives**

#### **1 Develop and execute plans to add drainage to Holland Bowl, stay within budget and have project completed within timeframe given.**

##### Outcomes Achieved/Results

Funding was allotted and the drainage problem was corrected. In the past, it would take two days for rainwater to drain from the Bowl, thus resulting in cancellation or rescheduling of many events. Students can now plan to have more programs in Holland Bowl, and not be overly concerned about the weather a day or two out.

##### Assessment Measurements

The assessment measurement tool was the project plan, along with a schedule and budget developed by this department.

##### Assessment Procedure

Monitoring of the schedule and work being done.

##### Administration of Assessment Procedures

The Grounds Superintendent and the supervisor of the area were responsible for Administration of Assessment Procedures.

##### How finding from assessment data were used to improve the program/unit

The data showed that University procedures were followed and that the project was completed early and within budget.

#### **2 Landscape Chancellor's residence.**

##### Outcomes Achieved/Results

After meeting with Mrs. Renick, the Landscape Supervisor put together a plan to change the existing landscape at the Chancellor's residence. The type and variety of plant material the Chancellor and his wife preferred were taken into consideration. A plan was drawn up and reviewed by Mrs. Renick before changes were implemented.

### Assessment Measurements

The measurement tools used included implementation of the landscape plan approved by Mrs. Renick and the Grounds Superintendent, the project schedule and budget.

### Assessment Procedure

The Assessment Procedures relied on the monitoring of schedules and plans.

### Administration of Assessment Procedures

The Landscape Supervisor and Grounds Superintendent were responsible for administering Assessment Procedures.

### How finding from assessment data were used to improve the program/unit

The data showed that the Grounds Department followed all rules and procedures to ensure a timely completion of the project.

## **3 General Classroom Building landscaping project.**

### Outcomes Achieved/Results

The Grounds Superintendent made suggestions for re-landscaping the front of the General Classroom Building. The Landscape Supervisor and crew leader made modifications to the plans and brought them back for approval. Funding was provided and the project was completed. The new scenery enhanced the building and was greatly appreciated by the Chancellor, Vice Chancellors and Deans.

### Assessment Measurements

The tool used was the schedule and budget developed by the Grounds Department.

### Assessment Procedure

The assessment of this project was monitored with the schedule developed by the Grounds Department.

### Administration of Assessment Procedures

The Grounds Superintendent was responsible for administering the assessment.

### How finding from assessment data were used to improve the program/unit

The data showed that this department followed all rules and regulations and also did an excellent job collaborating to complete the project on time and within budget.

## **Heating and Steam Plant**

### **I. Brief Overview of the Department**

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.

**A. 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.

**B. 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.

### **C. Goals and Objectives**

#### **1 Water jet boilers in the steam plant to remove surface scale.**

##### Outcomes Achieved/Results

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

##### Assessment Measurements

Records of annual inspections by Department of Labor, Division of Boilers & Pressure Vessels and visual inspection of tube surface metal.

##### Assessment Procedures

A comparison of the fuel input to steam output after water jetting to the past boiler efficiency reports were the assessment measures.

##### Administration of Assessment Procedures

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

##### How finding from assessment data were used to improve the program/unit

Once back in operation, each boiler operated more efficiently thus reducing overall fuel consumption. Assessments 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/Results - Condensate return to the steam plant was an average of 75% for the year and fuel consumption was reduced by 12%.

### Assessment Measurements

Monitoring the temperature of returning condensed steam to achieve the temperature of condensate at 175-180°F.

### Assessment Procedures

Plant efficiency calculation is performed daily to compare steam generated to condensate returned and fuel input to steam output.

### Administration of Assessment Procedures

The Steam Plant Manager or his assistant performs calculations and submit weekly efficiency reports to the Physical Plant Director.

### How finding from assessment data were used to improve the program/unit

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. These results revealed that the steam plant operation has the potential for great savings in the campus utility budget. System integrity and upkeep is vital, otherwise a gradual degradation of the system could lead to gross expenditures in water and fuel costs. Identifying minor repairs before they become major repairs is the key to a successful operation.

## **3 Establish and implement a written planned maintenance program for all steam plan and steam distribution equipment.**

### Outcomes Achieved/Results

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 in accordance with intervals prescribed by the preventive maintenance schedules. The maintenance periodicity is based on the manufacturer's recommendations or good engineering practices. The preventive maintenance schedule is updated weekly.

### Assessment Procedures

The steam plant manager and assistant manager compare equipment history, budgetary requirements and call back records. They evaluate equipment reliability, failure rate, maintenance cost and call backs related to equipment operations for previous years.

### Administration of Assessment Procedures

The steam plant manager and assistant manager are responsible for administering the assessment.

#### How findings from assessment data were used to improve the program/unit

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

#### **4 Install thermostatic control valves and new steam traps for radiators in Holland, Curtis, Cherry and Benbow Halls.**

##### Outcomes Achieved/Results

Thermostatic control valves and new steam traps are currently being installed in Curtis and Holland Halls. Inventory has been taken and groundwork has been laid for the installation of valves and traps in both Benbow and Cherry Halls.

##### Assessment Measurements

Log/record of heat complaints was used for assessment measurement.

##### Assessment Procedures

The steam plant manager and assistant manager review the number of heat complaints to identify the areas in which the automatic temperature control valves would be most beneficial.

##### Administration of Assessment Procedures

The steam plant manager and assistant manager are responsible for administering the assessment.

#### How finding from assessment data were used to improve the program/unit

Results from a demonstration project in which new steam traps and thermostatic control valves were installed on (10) radiators in Carver Hall indicated that the payback from dollars saved in utility cost to install this equipment would be less than one month. This data justifies the expenditure and quick implementation of this strategy throughout campus.

## **Housekeeping**

### **I. Brief Overview of the Department**

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 structures and providing 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.

**A. Vision Statement** – To enhance the appearance of each facility through increased levels of cleanliness by training the staff, maintaining adequate supplies/equipment and developing standard operating procedures.

**B. 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.

### **C. Goals and 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/Results

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

Monitor log of negative calls and complaints from customers and staff reports. 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 the assessment.

##### How finding from assessment data were used to improve the program/unit

Increased staff resulted in better housekeeping coverage of buildings; housekeeping staff received training in the correct usage and repair of new equipment; housekeepers more readily report repairs they are unable to handle.

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

##### Outcomes Achieved/Results

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

##### Assessment Measurements

Assessment measurements included surveys of occupants of academic buildings, walkthroughs of buildings, and complaints and phone calls.

### Assessment Procedure

Surveys were mailed to all academic building representatives; 80% were completed and returned. The surveys were evaluated to determine which areas needed additional attention. The Housekeeping Administrator and zone managers inspect or walkthrough buildings and area with the responsible housekeeper and point out any deficiencies that are observed. Housekeeping administrator meets with building representatives quarterly or as needed. We also respond to complaints and phone calls from faculty, staff and students.

### Administration of Assessment Procedures

Administrators include the Housekeeping Administrator, Zone Managers, and the Physical Plant Director.

### How finding from assessment data were used to improve the program/unit

The lines of communication with zone managers and housekeeping staff have improved. The number of complaints received has been 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/Results

Housekeepers attended four two-hours sessions on floor care (proper application and removal of floor wax and the use of floor equipment). OSHA provided a session on proper lifting, stooping and bending techniques and another session was also held on mixing chemicals. Eight accidents were reported in the Housekeeping Department this fiscal year. Injuries resulted from accidental falls on ice(2), chemicals(1), improper use of and/or movement of equipment (2), rash/bug bite(2) and finger injury(1).

### Assessment Measurements

Assessment measurements included records/logs of workshop participants and accident reports.

### Assessment Procedures

Accident reports were reviewed to determine what areas to focus on. OSHA assisted with the review and determinations.

### Administration of Assessment Procedures

Housekeeping administrator and Zone Managers review accident reports.

### How finding from assessment data were used to improve the program/unit

Employees know how to handle and use chemicals safely; correct procedure for stooping, bending and lifting; and how to use buffers and other equipment.

## **Projects**

### **I. Brief Overview of the Department**

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 project activities. Two project managers who are assisted by Skilled Trades, Steam Plant, and Grounds personnel currently staff the department.

**A. 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.

**B. 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.

### **C. Goals and Objectives**

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

##### Outcomes Achieved/Results

The following projects are a small sampling of those jobs completed within the time constraints: installation of GPS Clock System, installation of security gates, installation of carpet at Dowdy, IRC room renovations, installation of cabinetry in Chancellor's Box, HVAC Repair, Dudley lighting installation, new roof installation at Brown Hall, development of security management system plans and specifications, steam plant connection to network, adjustable frequency drive installation at McNair, building automation system repair (various buildings), water leak repair at Campbell, lighting retrofit at Dowdy, Carver Hall Lab VAV retrofit, and Carver Hall radiator upgrades.

##### 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 program/unit

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

## **Skilled Trades**

### **I. Brief Overview of the Department**

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.

**A. 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.

**B. 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.

### **C. Goals and Objectives**

**1. To review Physical Plant backlog, clean-up and close out work orders from fiscal years 1999-2002. For the same time period, complete all work orders for work that was placed on hold and/or are waiting to be funded.**

### Outcomes Achieved/Results

The backlog was reduced from 300 jobs that were one to five years old to only 19 jobs that were over one year old.

### Assessment Measurements

Backlog spreadsheet is the assessment measurement. This sheet listed all open work orders by shop/departments in Facilities and by year of entry into the system.

### Assessment Procedures

Backlog spreadsheets are reviewed weekly.

### Administration of Assessment Procedures

The Skilled Trades Superintendent reviewed backlog spreadsheets and completed work orders to insure procedures were being followed.

### How findings from assessment data were used to improve the program/unit

Temporary labor was hired to review and update the work order system. The appropriate information was filled in on work orders that had been completed in order to close them. A number of work orders were cancelled following calls to and feedback from the customer. These data were used to give direction to the development of staff. It helped to collect and make cost more up-to-date. This data also ensured that the backlog was more representative of real work to be completed.

## **2. Identify problems in HVAC controls for Energy Management Systems (EMS) and provide a means for correction.**

### Outcome Achieved/Results

All HVACs for EMS controls are being completely repaired this fiscal year 2003-04. These much needed repairs and calibration of equipment will result in energy savings.

### Assessment Measurements

In-house staff identified all buildings that are controlled by the HVAC EMS. Field verification is the method used to identify control problems. In-house staff and vendors perform the assessment.

### Assessment Procedures

The in-house staff created a list of problems with the system and called the proprietary vendor for a particular system to come in for verification, maintenance and repair. The proprietary vendor completed his repair but would also make a repair list of items that is required but that is non-proprietary. This list of repairs is either bid out or awarded to a maintenance contractor.

### Administration of Assessment Procedures

Repair projects are monitored by the Skilled Trades Superintendent and the HVAC shop supervisor on a project-by-project basis.

### How finding from assessment data were used to improve the program/unit

Problems were first identified by in-house staff and verified with proprietary vendors. Repair problems that were not proprietary were outsourced. With verification and repair of HVAC EMS, we were able to perform diagnostics from computers based in shop. This has helped to save on man-hours used to survey the building each day. The alarms points now indicate problems when the systems are not operating within certain perimeters. Hands-on training was also provided and has been of great value to the shop.

### **3. Provide first line supervisors with more data and information about Physical Plant projects and operations.**

#### Outcomes Achieved/Results

Employees became more informed about operation information that was available to them and more involved in things that took place on in-house projects. They became more aware of financial resources and better informed about any delays. This helped them keep customers better informed about the status of work orders. Management became more aware of problems within Skilled Trades and problems in the facilities.

#### Assessment Measurements

Work order backlog and input from upper management.

#### Assessment Procedures

Backlogs were reviewed each week; problems were noted and funding was identified. Problems were shared with shop personnel who made suggestions and implemented solutions.

#### Administration of Assessment Procedures

The Skilled Trades Superintendent assessed all procedures for maintaining continued support. The Assistant Vice Chancellor for Facilities and Physical Plant Director attended Skilled Trades staff meetings.

#### How finding from assessment data were used to improve the program/unit

Through information flow at staff meetings, Mr. Perkins was able to provide immediate guidance and background information. This saved time and avoided miscommunication of directions to the Skilled Trades staff. This interaction/involvement with and direct support from upper level administration boosted the moral of Skilled Trades staff.

### **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.

## **Office of the University Engineer**

### **I. Brief Overview of the Department**

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.

**A. Vision Statement** - Provide quality facilities within budget for faculty, staff, students and external customers that enhances the intellectual environment that prepares students for roles of leadership and service in the communities where they will live and work.

**B. Mission Statement** - Coordinate and execute the University's Capital Improvement Program in accordance with fiscal and construction rules and regulations. The capital improvement program includes facility renovations, maintaining and monitoring physical assets, as well as providing facility engineering in support of the instructional and research mission of the University.

### **C. Goals and 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/Results

The following projects were completed on time: Electrical Distribution Systems Upgrade and Expansion Phase I, Webb Hall Admission's Office Phase I, Dowdy Registrar's Office, Brown Hall Roof Replacement, Luther Street Parking Lot #2, New Residence Hall Phase I, Sebastian Health Center Window Replacement, Sebastian Health Center Electrical Upgrade & Emergency Generator, Campus Lighting Phase III, and New Poultry 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 program/unit

The data showed that the steps the University Engineer's Office took to ensure the projects are completed within the allotted time, is commendable, timely decisions are made, team work is exemplified, construction schedules are monitored and team members are both rewarded and held responsible for their actions in enabling the projects to be completed on time.

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

### Outcomes Achieved/Results

The following projects were completed within budget: Electrical Distribution Systems Upgrade and Expansion Phase I, Webb Hall Admission's Office Phase I, Dowdy Registrar's Office, Brown Hall Roof Replacement, Luther Street Parking Lot #2, New Residence Hall Phase I, Sebastian Health Center Window Replacement, Sebastian Health Center Electrical Upgrade & Emergency Generator, Campus Lighting Phase III, and New Poultry 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 program/unit

The data showed that the existing process ensured that projects were constructed within the University's available budget.

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

Outcomes Achieved/Results

The following projects met quality requirements: Electrical Distribution Systems Upgrade and Expansion Phase I, Webb Hall Admission's Office Phase I, Dowdy Registrar's Office, Brown Hall Roof Replacement, Luther Street Parking Lot #2, New Residence Hall Phase I, Sebastian Health Center Window Replacement, Sebastian Health Center Electrical Upgrade & Emergency Generator, Campus Lighting Phase III, and New Poultry Building.

Assessment Measurements

The assessment measurement tool is input 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 is responsible for administering the assessment.

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

The data showed that the existing process ensured that projects were constructed within the University quality requirements.

The Office of the University Engineer afforded 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 met the University's requirements.

**4. Leverage state appropriations to expand financial resources to enhance and expand capital improvement projects.**

Outcomes Achieved/Results

The Office of the University Engineer leveraged state appropriations to secure a matching grant in the amount of \$304,000 for Morrison Hall Renovation, \$5,000,000 for a new School of Education Building and \$100,000 for Aggie Stadium Track Renovations.

Assessment Measurements

The assessment measurement tool is securing additional financial resources for capital improvement projects.

### Assessment Procedure

The Director of Design and Construction reviews FRS to confirm additional resources were secured.

### 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 program/unit

The data showed that the Office of the University Engineer leveraged resources to enhance and expand capital improvement projects.

The Office of the University Engineer afforded 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 met the University's requirements.

## **Financial Affairs**

### **I. Brief Overview of the Department**

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 requests into FRS, coordinate bids less than \$100,000 and oversee the budgets for twelve departments.

During fiscal year 2003 – 2004, the Facilities overall budget of \$260M 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.

**A. 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.

**B. 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.

### **C. Goals and Objectives**

**1. Decrease number of purchase requests returned by Purchasing due to lack of proper documentation.**

#### Outcome Achieved

A substantial improvement in the documentation submitted to Purchasing with purchase requests. Efforts are being made to achieve 100% accuracy for all purchase requests submitted.

### Assessment Measurements

In depth reviews of purchase requests and documentation by the financial staff prior to submittal to Purchasing. Documentation is double checked for dates, accuracy and necessary procurement information.

### Assessment Procedures

Financial manager receives a copy of all purchase requests returned from Purchasing. These purchase requests are reviewed to determine ways to improve the process.

### Administration of Assessment Procedures

Financial manager administers the assessment of procedures.

### How finding from assessment data were used to improve the program/unit

Additional training was provided to Facilities personnel who are the originator of purchase requests. To increase the accuracy of information submitted, the Financial Affairs staff reviewed the information closely.

## **2. Review encumbrances in detail on a quarterly basis to minimize outstanding purchase requests at year-end.**

### Outcome Achieved/Results

In an effort to maximize the use of funding, encumbrances are reviewed quarterly. This review determines the status of outstanding invoices and pending purchase requests not used in the past quarter. Encumbrances are reviewed on a weekly basis and departments are given a list of outstanding encumbrances. They are asked to follow up on outstanding invoices and to decide which purchase order may be closed.

### Assessment Measurements

The assessment is a weekly and monthly review of encumbrances.

### Assessment Procedures

The assessment procedure is to review encumbrances.

### Administration of Assessment Procedures

Facilities financial manager administers Assessment Procedures.

### How finding from assessment data were used to improve the program/unit

Supervisors were kept informed about the status of purchase orders and reminded of outstanding issues weekly.

## **3. Invoice departments promptly to minimize their monthly outstanding encumbrances.**

### Outcomes Achieved/Results

The department set a goal of submitting journal entries within 30 to 45 days of completion of services.

#### Assessment Measurements

Assessment of journal entries is used to measure this goal.

#### Assessment Procedures

During the approval of journal entries, facilities financial manager reviews dates of service.

#### Administration of Assessment Procedures

The administrator of these procedures is the Facilities financial manager.

#### How finding from assessment data were used to improve the program/unit

Timely processing of travel entries enhanced the accuracy of departmental financial reports. The goal was to process invoices when received.

### **4. Ensure prompt payment of valid invoices according to established University policies and procedures.**

#### Outcomes Achieved/Results

All invoices were submitted within two days or less, after the appropriate approvals. The date of payment was documented on Financial Affairs copy of invoices.

#### Assessment Measurements

Complaints received from vendors about nonpayment of invoices or financial manager's review.

#### Assessment Procedures

Facilities financial manager's review of vendor invoices.

#### Administration of Assessment Procedures

Facilities financial manager is the administrator.

#### How findings from assessment data were used to improve the program/unit

Timely processing of invoices enhanced the accuracy of financial reports.

## **Support Services**

### **I. Brief Overview of the Department**

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.

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

**B. 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.

**C. Goals and Objectives**

**1. Train additional staff to provide coverage at the Information Desk.**

Outcomes Achieved/Results

More staff is available to provide adequate coverage, especially when emergencies arise.

Assessment Measurements

Lack of sufficient staff to provide coverage in emergencies, thus requiring the Administrative Assistant to cover the post.

Assessment Procedures

Appoint new staff to be cross-trained and schedule time for training.

Administration of Assessment Procedures

The Information Desk Receptionist and Administrative Assistant were the administrators.

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

Two employees were selected for cross training and received approximately eight hours of training. They now provide alternate coverage of this area on a weekly basis and someone is always available when emergencies arise. The Administrative Assistant is the third alternate for coverage of the information desk.

**2. Fully implement the Workforce Central software (the new time and attendance software).**

Outcomes Achieved/Results

Payroll deadlines continued to be met and time and attendance data continued to be reported on time. However, full implementation would reduce computer requirements.

Assessment Measurements

The use of two computers creates confusion with data entry.

Assessment Procedures

More time and attention is required to review payroll reports for accuracy.

Administration of Assessment Procedures

Payroll Clerk and Administrative Assistant are the administrators.

How finding from assessment data were used to improve the program/unit

Kronos has completed its implementation and is ready to convert data (keypunches into the new software). However, purchase of Model 4500 time clocks would eliminate need to convert data

because it is compatible with the Workforce Central Hardware. In addition, new time clocks will be offered at a considerable discount with trade in of old hardware. Purchase request has been approved for new time clocks.

**Personnel Development**

Outcomes Achieved/Results

Approximately \$12,000 was allocated for employee training. Employees participated in higher education, workshops and seminars that armed them with new tools, practical strategies and powerful skills that enhanced their effectiveness on the job.

Assessment Measurements

Complaints received from employees on their inability to troubleshoot and repair new equipment and low employee morale regarding lack of training.

Assessment Procedures

More funds were allocated for training at the start of the fiscal year. Supervisors were instructed to identify training and select a cross section of employee to attend.

Administration of Assessment Procedures

Unit supervisors and department administrators.

How finding from assessment data were used to improve the program/unit

Maintenance and repair of valuable equipment kept to a minimum because employees are able to provide preventive maintenance, troubleshoot and make recommendations for immediate repair before the problem escalates.

<b>Dept</b>	<b>Names</b>	<b>Specialized Training/Seminars</b>
Administrative Support	Claudelia Scott, Mary Alleyne	Kronos Time & Attendance Software Training
Financial Affairs	Darden, Janice	HUBSCO Training
	Darden, Janice	Construction Audit Workshop
Grounds	Carl Brower, Janice Martin, Michael Jacobs, Kenneth Lee	Elon Turf Conference - Compaction, Caught between a Rock and a Hard Place; Inset Mgmt in Turf; Turf Weed Control
	Carl Brower, Jonathan Byrd, Michael Jacobs, Kenneth Lee, Janice Martin, William Slade	TCNC Demo Day
	Carl Brower, Doug Boone	Green & Growing Show
	Doug Boone, Jonathan Byrd, William Slade, Jeffrey Taylor	Turfgrass Council Demo Day - Aquatic Weed Management; Weeds in the Landscape; Worst Weeds in Turf, Mgmt of Summer Diseases in Tall Fescue

	Carl Brower, Janice Martin, Michael Jacobs, Kenneth Lee	NCSU - Prof. Landscape Field Day (Summer Bedding Plants, Nitrogen Recommendations for Perennials, Control of Japanese Stiltgrass, 5 Diseases of Leyland Cypress, Sprayer Calibration Tips & Techniques, Landscape Pest Mgmt Calendar).
	Douglas Boone, William VanEaton	Turfgrass Council Demo Day
	Carl Brower, Michael Jacobs, Kenneth Lee, Janice Martin	Tropical Plant Industry Exhibition
	Doug Boone	NC Turfgrass Conference & Show
	Michael Jacobs, Jeffrey Taylor	NC Turfgrass Conference - Lawn & Landscape
Heating Plant	James Johnson, Ronald Heath	Boiler Efficiency Workshop
	James Johnson, Clarence Meacham, Ronald Heath, Jerry Wall, George Elliott, Michael Feemster, Richard Manson, Frederick Kelly, Alfred Watson, Benny Johnson, Wilbur Russell	Group Training - Steam Fundamentals & Steam Trap Testing
	Emmanuel Kolo, Frederick Kelly	CPO Training - Good Housekeeper Maintenance & Supply
Physical Plant Heating Plant	Alvin Howard, Levern McFadden, Ricky Richmond	Improving Equipment Efficiency
	Alvin Howard, Levern McFadden, Ricky Richmond	Energy Workshop
	Alvin Howard, Levern McFadden, Ricky Richmond	Motor Workshop
Skilled Trades	Harold Seegars, Ted White	Wood, Floor Tile & Grout; Fast Track
	Harold Seegars	Best Practices Seminar
University Engineers	Andrew Perkins, William Barlow, Charles Dixon, David Fisher, Harry Giberson, James Griffin, Shaban Kaji Jamar Phelps, Stephen Sutton, Timothy Walker, Antwain Wimbush, Kofi Yiadom	Capital Project Coordinators Conference
	William Barlow, Chuck Dixon, Harry Giberson, Shaban Kaji	State Construction Conference
	David Fisher, Harry Giberson, Shaban Kaji, Stephen Young	Building Code Seminar
	Charles Dixon, Shaban Kaji	Primavera

## **SAFETY**

### Outcomes Achieved/Results

The department set a goal to reduce accidents and improve safety standards by requiring each department/unit to hold monthly safety meetings.

### Assessment Measurements

Review of the number of recordable accidents that required treatment by a physician or health care professional.

### Assessment Procedures

Procedures consisted of units required to hold monthly safety meetings.

### Administration of Assessment Procedures

Unit supervisors.

### How finding from assessment data were used to improve the program/unit

Timely processing of travel entries enhanced the accuracy of departmental financial reports. The goal was to process invoices when received.

<b>Department</b>	<b>Safety Topic</b>
Carpentry	Prevention and protection from mosquitoes Ladder safety Alcoholism, drug dependence and how they affect the workplace Snow and icy weather Personal hygiene Violence at work
Facilities	Department safety meeting
Housing Maintenance	Personal protective equipment Motor Vehicles
Heating Plant	Heat stroke/heat exhaustion, confined spaces, electrical safety Safety issues and concerns Work safety Safety issues Safety issues with rotating devices, access ladders and manholes Safety issues Tripod Use, Confined Space Policy, Safety equipment for manhole entry
Plumbing	Office machines safety Motor vehicles Safety glasses Prevent back problems

## **HUMAN RESOURCES DEPARTMENT**

### **I. Brief Overview of the Department**

The Department of Human Resources 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 the Office of State Personnel Human Resource Consulting Groups, 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. NCA&TSU is a learner-centered community that develops and preserves intellectual capital through interdisciplinary learning, discovery, engagement, and operational excellence.

## **II. Strategic Plan**

**A. 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.

**B. 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 and Objectives**

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

#### Outcomes Achieved/Results

The following processes were completed in a timely manner and staff members were informed of accompanying policies: implementation of 2003-04 legislative award actions to eligible SPA employees and 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, and to accurately interpret them to others. Web-based services (LISTSERVE) were used to disseminate notices, policies and general information.

A concentrated effort was launched during the prior quarter to update and ensure that personnel forms were current and accessible via the Web in WORD and PDF format. An alphabetical listing of recurring forms was available for convenience and consistency. The feedback from employees and managers on this service was both favorable and useful.

#### Assessment Measurements

The assessment measurement tools were one-on-one visits to canvas needed or desired services, in addition to the random sampling of written evaluations completed by departments and units of the University including administrators, faculty and staff.

### Assessment Procedures

The data from visits and evaluations were reviewed. Feedback from employees and supervisors on services were shared in monthly staff meetings; complaints were followed up by the program manager to determine acceptable actions for improvement.

### 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 from HR initiated workshops and events; i.e. Fall Orientation Session, Retirement Recognition, Administrative Professional Day, and Employee Appreciation.

### How findings from assessment data were used to improve the program/unit

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. Periodically, a visit to neighboring campuses proved helpful in reviewing option to communicate more effectively. An illustration was the visit to the University of North Carolina at Charlotte to focus on implementation of BANNER and the impact on leave administration and payroll.

The comments were filtered with the managers; the comments were constructive and reflected that programs currently offered are valuable to the employees. The indication was 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 by employees.

## **2 Design clear and concise methods to inform University employees of policies.**

### Outcomes Achieved/Results

A concerted effort was made to assure that current policy information is on the University website 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 were available: Discipline and dismissal policy including sample warning letters to communicate the supervisor's disposition; staff employment that displays the hiring steps and required forms to request temporary and permanent employees; The training schedule and how to register for training opportunities. These illustrations address recurring inquiries. Available program services through the Department of Human Resources are indicated on the University website for quick referral.

One method used was to host monthly HR manager meetings to share information gained from network meetings; an assessment is made to determine the impact on present policies. Updates were made to the University website as policy changes are received via the Office of State Personnel to convey accurate information to administration, faculty and employees. Mass dissemination of correspondence continues to be used by the HR Team to inform the University guidelines, as well as, other communication highlights.

### Assessment Measurements

Measurement was one way of assessing goal accomplishments. Methods of assessment were primarily brief inquiries, training evaluations, new hire orientation feedback and letters citing appreciation or complaints. Appraisal conversations were 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 was required to review the program web data to assure the information was 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 was one channel used to exchange information on current policy communications and the reaction from employees and administration. An illustration is offered to underscore the effectiveness of face-to-face meetings facilitated by HR: a visit to the Dean's Council with the purpose to unfold the new Criminal Conviction Check Standard Policy. The meeting provided an opportunity for immediate feedback to questions and a backdrop of senior administrations desire for the verification as a part of the pre-employment process.

### Administration of Assessment Procedures

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

### How findings from assessment data were used to improve the program

More frequent posting to the University LISTSERVE was used to inform the campus of policy or procedural changes. Notices were also used 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.

A prime example of proactive processes was the completion and update of the Human Resources' Emergency Management Preparedness Plan. This plan assists the campus community to implement emergency preparedness, response and recovery programs to ensure compliance with the Comprehensive Emergency Management Plan. The Department of Human Resources is the central point of contact and a carefully outlined action plan to protect employee information and foster prompt retrieval of details was established to follow in case of an emergency.

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 were generally 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 were critical when monitoring efficiency and provided a gauge of the effectiveness of the daily operations. Statistical data were available from 1997 through 2003 on recurring personnel actions. These data were examined annually to consider the control and monitoring required for consistent and accurate processing of pay documents. The analysis of the volume and the assessment of turn-around time required provide sound consideration to evaluate the need for additional staff or re-direction of work flow to achieve unit goals for the fiscal year.

### **3 Provide consultation services to promote a fair and positive work environment.**

#### Outcomes Achieved/Results

The Department of Human Resources' program managers collaborated on many issues to render decisions that affect personnel actions. Equity in compensation decisions as well as fairness in disciplinary actions was a daily challenge for the campus' diverse workforce. The University had several levels of managers and leaders with different management styles. Gathering facts and making recommendations that comply with multiple State regulations and University practices necessitated consultation with hiring managers, employees and Human Resource professionals.

#### Assessment Measurements

One-on-one consultations were held with employees and supervisors in both, small and large meetings. Evaluation instruments were distributed using printed copy and website to obtain feedback.

#### Assessment Procedures

The Department of Human Resources reviewed the information gathered and assisted with resolution and/or referred the employee to the appropriate supervisor or hiring manager.

#### Administration of Assessment Procedures

The Human Resources' managers made an assessment of the inquiry or requested service based on the employee feedback and observations while applying established policies and procedures.

#### How findings from assessment data were used to improve the program/unit

The Department of Human Resources tracked program functions to provide insight for future operations and flow processes. The statistical facts were critical when monitoring efficiency and provided a gauge of the effectiveness of the daily operations.

### **Staff Employment**

**Overview** - The Staff Employment unit is dedicated to attracting qualified applicants to fill positions with the University. The staff participated in career fairs and provided 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 employment 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 and Objectives

### **1. Develop self-service access to job vacancies and application procedures while being cost-effective.**

#### Outcomes Achieved/Results

The Staff Employment unit implemented the self-service employment option by making available a 24-hour telephone “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} was utilized to provide statewide advertisement to applicants. The application form was accessible electronically and at the front desk for easy customer access.

The volume of telephone inquiries from applicants to secure an application had decreased. The Staff Employment unit can concentrate more on turn-around time to satisfy supervisory requests via the Recruitment Form (PD-301). The use of electronic application access also advances the scheduling of interviews and shortens the selection process resulting in prompt filling of vacancies.

#### Assessment Measurements

The assessment measurement techniques included random sampling of applicants, feedback from hiring managers and senior administration. The notable volume of qualified candidates for jobs extended beyond the State of North Carolina and has broadened the selection. Compliance with Senate Bill 886 was the backdrop to explore methods to advertise that alert a diverse public of employment opportunities with the University. The assessment revealed that more applicants made inquiries for employment opportunities. The volume of applications was noticeably higher and resulted in the manager requesting an additional position in the recruitment area. Additionally, exploration of the use of information technology and systems to service inquiries was conducted.

#### Assessment Procedure

Various evaluation techniques were used to measure staff employment services: (a) volume of direct prospective applicants who call the office, (b) the volume of applications registered electronically and hand-delivered, and (c) frequency of recruitment for vacant positions as initiated by hiring managers.

#### Administration of Assessment Procedures

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

#### How findings from assessment data were used to improve the program

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

## **2. Train the University hiring managers to conduct effective interviews.**

#### Outcomes Achieved/Results

The “Recruitment, Selection, and Hiring Workshop” was a component of the Essentials for Supervisors’ Training that was offered to supervisors and managers at the University who supervise employees subject to the State Personnel Act (SPA). The interview package to hiring managers included reminders on affirmative action compliance guides and samples of interview questions that conform to requirements.

#### Assessment Measurements

The assessment measurement tool was the training evaluation that is provided to each participant at the conclusion of each session.

#### Assessment Procedures

Copies of the training evaluations were reviewed in collaboration with the Staff Development Director to gauge the nature of required reinforcement training.

#### Administration of Assessment Procedures

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

#### How findings from assessment data were used to improve the program

The Staff Employment manager used 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 offered improvement considerations; i.e. program content, practical and theoretical, as well as clarity of media used for presentations and length of training.

Collaboration between program managers and the hiring manager allowed consideration for options to change modules used in the training sessions. The “Recruitment, Selection, and Hiring Workshop” conducted on a frequent basis proved positive. Recruitment forms were well documented and clearly state selection criteria used by the hiring manager. The documentation provided facts that can be used in responding to applicant inquiries. The positive results of training supported efforts to comply with affirmative action regulations.

## **3. Conduct the University mentoring program**

#### Outcomes Achieved/Results

The mentoring program provided students with opportunities to obtain occupational skills and professional work values through guidance of mentors, such as University administrators and

managers. Illustrations of mentoring activities and workshops hosted by the Staff Employment Team:

- One-on-One with Mentee Students – September 2003
- 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 included obtaining the mentee/student evaluations following each activity and regular one-on-one conversations with Mentors.

### Assessment Procedure

Training evaluations were assessed to determine future enrichment activities mindful of mentee/student suggestions and recommendations for future topics.

### Administration of Assessment Procedures

The Staff Employment Manager was responsible for appraising the application method and made 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 program

Activities were planned for each semester by the Staff Employment Manager to assure programs goals are achieved. Evaluation comments provided a basis for an hourly rate change; mentees/students were paid \$8.25 per hour and worked a maximum of 10 hours weekly. Students/mentees were paid monthly and positive feedback was registered. The participation level grew from 27 participants in 2003 to 35 participants in 2004.

The process used assured that leadership enhancement training and effective workforce techniques were introduced to the student/mentee participants. The data showed that the existing process ensured program goals were achieved. The grade point average of students/mentees continued to indicate high achievement. Many of the students/mentee participants shared favorable experiences that promoted and inspired them to achieve and had been beneficial to their overall career development.

## **Benefits Administration Unit**

### Goals and Objectives

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

### Outcomes Achieved/Results

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

On-line Access. Employees may access TIAA/CREF account status, Teachers' and State Employees' Retirement estimates, beneficiary details, completion of new enrollment applications, and refunds from retirement contributions from the Department of State Treasurer in an instant access mode. Communicating via the University website to keep employees informed of policy changes, benefit open-enrollment periods and additional fringe options was 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.

### Assessment Measurements

The assessment measurement included daily interaction with faculty and staff as the Benefits team responded to customer/employee inquiries. A logging method was used to track customers/employees on a daily basis and a formal listing was completed of employees participating in new hire orientation. These data were used in unit status reports to indicate employee activity and frequency.

### Assessment Procedure

Random samples of employee feedback on the reception of the On-Line Access service was monitored by the Benefits Team.

### Administration of Assessment Procedures

The Benefits Manager made the assessment of the service based on the employee feedback and observations.

### How findings from assessment data were used to improve the program/unit

The implementation of the On-Line Access received favorable acceptance and has reduced walk-in and telephone requests. Resultantly, customers were pleased. Recommendations for improvements are determined and proposed to the Director of Human Resources for concurrence and/or guidance. The data showed that the existing process promoted quality customer service to University employees and was beneficial to the general administration of the benefits program. Feedback was gained from employees separating from the University during their exit interviews.

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

### Outcomes Achieved/Results

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 captured 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 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 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 resulted in better customer service to employees.

#### Assessment Measurements

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

#### Assessment Procedures

Monthly assessments were completed of the health coverage by the Benefits Manager in concert with the University Payroll Team. Reconciliation of health premium versus enrollment data revealed discrepancies and corrective actions were determined.

#### Administration of Assessment Procedures

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

#### How findings from assessment data were used to improve the program

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 registered concerns 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.

### **Staff Development Center**

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

#### **1 Design skill enhancement training opportunities to promote staff efficiency and participation.**

### Outcomes Achieved/Results

The training opportunities were designed, scheduled and disseminated to University staff in several forms: University Web page, Aggie Report and bulletin boards. Managers and supervisors registered the desire for training and departmental development needs. The Staff Development Director and/or Director of Human Resources provided consultation to design modules appropriate to the training needs of the department. 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.

### Assessment Measurements

The assessment measurement tool was the annual inventory request used to canvass University employees and leaders for training suggestions. This inventory was used to determine the training curriculum. Participant evaluations were reviewed following each training session to assess visuals, instructor, length and content. Data was documented to determine effectiveness and if modifications are needed.

### Assessment Procedure

The University website was used to advise employees of available training opportunities inclusive of dates and timelines, and on-line registration access. Employees were invited to retool skills or gain new techniques that help them in their career goals. Annual inventories were completed to acquire information from supervisors and employees to design an appealing and informative training program.

### Administration of Assessment Procedures

The Staff Development Director made the assessment of the training needs through employee / customer evaluations, supervisory feedback and observations.

### How findings from assessment data were used to improve the program/unit

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. Employee development served a variety of purposes and was accomplished in myriad ways. Additionally, feedback from the participant evaluation forms was reviewed frequently to determine module changes and/or additional training options. Recommendations for improvements were determined and proposed to the Director of Human Resources for concurrence and/or guidance. The data showed that the existing canvass of training needs were useful. The assessment indicated that voluntary participation in classroom training remained low.

The staff development director participated in the Office of State Personnel's training network that invites Human Resource professionals from across the state. The network of professionals provided a forum for training professionals to communicate, shared ideas and information along with participation in professional development activities. The collaboration of this training network proved to save time, money and energy by reducing unnecessary duplication of training initiatives.

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

### Outcomes Achieved/Results

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 prior year's theme of "The 93% Rule" made a positive impression on employees, faculty and staff. The HR Team hosted the FUTURES Pre-Retreat Workshops and Employee Appreciation Lunch on April 28, 2004, with our guest facilitator, Mr. Greg Gray to train the University staff. Much planning and attention to logistics were completed to ensure readiness for the one day informational session and delivery of two dynamic, participatory workshops: "Leaping the Hurdles to Optimal Performance" and "Blueprints for Coaching Optimal Performance." Service Award Recipients were recognized and allowed to place their gift orders. The objective was a continuance of the prior year: to increase the self-awareness of individual communication styles and practice of exceptional customer service techniques.

Mr. Gray's presentation provided an excellent program that promoted quality customer service.

### Assessment Measurements

The assessment measurement tool was the evaluation form completed by participants. This evaluation provided responses to the appeal of the program content, clarity of visuals, and length of sessions. The needs were determined through employee/customer evaluations, supervisory feedback and observations.

### Assessment Procedure

Assessments were completed immediately after the workshop to determine the effectiveness of the two-day training. 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. In addition, the Staff Development function offered ongoing workshops emphasizing interpersonal skills such as communication and listening. The video provided excellent customer service technique to employees.

### Administration of Assessment Procedures

The Staff Development Director was responsible for the assessment of the training.

### How findings from assessment data were used to improve the program/unit

Employee/customer feedback was positive. The video captured audience participation, as well as, observations of the guest facilitator, Mr. Greg Gray. Recommendations for improvements were determined and proposed to the Director of Human Resources for concurrence and/or guidance.

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**

**Overview** - N C A&T State University recognized that work problems occurred and employees had a need to discuss their concerns. Many problems and complaints could be resolved by talking candidly with supervisors; however, there was an employee relations manager to help guide employees with job related concerns. This office handled matters relating to employee complaint procedures, supervisory consultation, and other employment related concerns that may arise. Policy information was available and accessible to employees and supervisors through confidential counseling that was 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. Support and promote professional ethics and encourage camaraderie among all employees.**

#### Outcomes Achieved/Results

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

#### Assessment Measurements

The assessment measurements included 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 Procedures

Methods used to obtain customer/employee feedback included the review of comments from the Exit Conferences of employees separating from the University, customer/employee consultations and evaluation forms of participants who attended training sessions. These channels provided a wide range of data to help the manager and the Director of Human Resources determine techniques to address workplace collaboration. Offering additional workshops plus campus-wide distribution of posters on ethic topics were used to encourage professional interaction.

#### Administration of Assessment Procedures

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

#### How findings from assessment data were used to improve the program/unit

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

## **2. Initiate recognition programs that promote a harmonious atmosphere and award University employees for service.**

### Outcomes Achieved/Results

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.

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 were used to measure the success of program events and activities. Immediate feedback was gathered from participants by using a brief program evaluation card. For some events, ad hoc committees were used to foster employee input in the planning of employee events; i.e. Employee Appreciation.

### Assessment Procedures

The Employee Relations Manager reviewed exit interview comments and observations of employees. These data are gathered from employees during the exit conference with the Benefits Counselor on in the separation process from the University.

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

“Employee of the Year” salute was the process in which employees and/or supervisors had an opportunity to nominate individuals that had 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 was chosen and recognized on the state level.

### Administration of Assessment Procedures

The Employee Relations Manager was challenged to administer the assessment and made recommendations to the Director of Human Resources for concurrence and/or guidance.

#### How findings from assessment data were used to improve the program/unit

The data showed that the steps that were employed by the Employee Relations Manager enabled constructive award and recognition of University employees.

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

#### Outcomes Achieved/Results

The Performance Management Program was a recognized appraisal program affecting all employees of the University who are Subject to the State Personnel Act (SPA).

#### Assessment Measurements

The assessment measurement tool was the employee work plan that indicates standard elements for evaluating an employee's performance: Key Responsibilities and Results, Dimensions and rating scale. The Performance Management Plan encouraged supervisors to develop daily work duties and responsibilities that were reviewed with the employee prior to utilizing this same instrument as a measurement guide to evaluate the employee's job performance.

#### Assessment Procedures

The cycle of work required an evaluation at least every twelve (12) months. N C A&T SU's performance cycle was May 1, 2002 through April 30, 2003. Mid-year progress evaluations were done in December to allow the employee to know what strengths/weaknesses were in the employee's work prior to the end-of-year evaluation done in May. All PMP Evaluations were keyed and submitted to the Office of State Personnel by mid-June.

#### Administration of Assessment Procedures

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

#### How findings from assessment data were used to improve the program/unit

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

### **Compensation and Position Management**

**Overview** - North Carolina A&T State University recognizes that the evaluation of jobs affords an organization an opportunity to systematically review positions and identify the essential characteristics. The compensation and position management objectives include pay equity for employees, well-defined job functions and consistent methods to classify positions. Position management involves the design and control of positions to achieve a balance between

management considerations of work, cost-effectiveness and selection of staff. The HR Manager is challenged to ensure that the position management program offers organizational effectiveness to University hiring managers.

## **Goals and Objectives**

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

#### **Outcomes Achieved/Results**

The current procedures used by the Department of Human Resources ascribed to the position management program standards as outlined by the Office of State Personnel. The charge was to use authorized descriptions as the primary source to analyze key functions of a position. This comparison influenced pay and classification decisions that promote equitable and consistent compensation. The analytical team in Human Resources was trained and networks with constituent universities. The Personnel Management Information System (PMIS) was the prime tool used to process employee personnel actions. The processing steps used to initiate position actions were developed and accessible on the University website. All position action forms were displayed for easy retrieval to managers and employees in order to develop or update job descriptions.

#### **Assessment Measurements**

The assessment measurement tool was the random sampling of personnel and position actions to ensure accuracy that affects the University labor force, full and part-time/temporary employees. Feedback from employees and supervisors on services were shared monthly in staff meetings. The interface with the processing staff provided assessment of personnel action as well as validation via PMIS. Daily contact with staff of the following offices provided immediate feedback: University Payroll, EPA Salary Administration, and Budget and Planning. Complaints are followed up by the program manager to determine acceptable measures to correct an action thereby assuring clarity for audit purposes.

#### **Assessment Procedures**

One-on-one visits to administrators, supervisors/managers were periodically scheduled to canvass desired services that were available through the Department of 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. Competitive salary decisions were 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, 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.

### How findings from assessment data were used to improve the program/unit

The comments were filtered with the managers; the comments were constructive and reflected that program is helpful to management and employees. The indication was 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 had 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 was 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. The Compensation and Position Management team actively worked 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.

## **2. Determine effective strategies to communicate legislative actions**

### Outcomes Achieved/Results

Compensation was a priority for employees, managers and senior administrators. Statewide legislative actions determine salary increases for University employees. The constraint of budgets had been drastic over the prior two-year period. Communication to the entire University was completed in a prompt manner and disseminated through the University website and departmental mass mailings. The communication of legislative provisions was extensive. Several modes of communication were used to inform employees; i.e. the Aggie Report, University website and distribution of administrative memoranda.

### Assessment Measurements

The assessment measurement tool was the random sampling of personnel and position actions to ensure accuracy that affects the University full and part-time temporary employees. Feedback from employees and supervisors on services were shared monthly in staff meetings.

### Assessment Procedure

The interface with the processing staff provided assessment of personnel documents as well as validation of actions via Personnel Management Information System (PMIS). One-on-one visits to administrators, supervisors/managers were periodically scheduled to verify discrepancies of personnel actions, as well as, determine services that may be rendered by the Compensation Team. These data gathering techniques provided immediate feedback on the Legislative Action that was implemented. Deliberate interface with staff of Budget and Planning, University Payroll, Contracts & Grants provided validation and points of contact for corrective action.

### Administration of Assessment Procedures

The program manager was responsible for appraising the feedback inclusive of reviewing tracking mechanisms to complete assessment.

### How findings from assessment data were used to improve the program/unit

Recommendations for improvement to methods and processes were presented to the Director of Human Resources. Often collaboration was conducted with other HR Team managers. Daily contact with staff of the following offices provided immediate feedback: University Payroll, Contracts & Grants, EPA Salary Administration, and Budget & Planning. Complaints were followed up by the program manager to determine acceptable measures to correct an action, thereby assuring clarity for audit purposes.

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/Results

The information technology presently used by the Department of Human Resources was the 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) provided avenues to obtain pertinent employee information. The electronic systems supported efficiency and accuracy of data processed for an array of employee personnel actions.

##### Assessment Measurements

The assessment measurement tools aided the staff of the Department of Human Resources to design quality control measures for employment data. Primary illustrations of reports included the following: random sampling of personnel demographic and position data, completion of the Personnel Data File for General Administration, and the University Telephone Directory. The use of the Human Resource Information System (HRIS) allowed other administrative offices to use the web to access location information to generate labels in order to distribute various information instruments; i.e. Aggie Report, lyceum invitations.

##### Assessment Procedure

Daily validation of data occurred while responding to requests for ad hoc reports or specialty reports requiring use of HRIS database.

##### Administration of Assessment Procedures

The program manager was responsible for determining methods to evaluate reports via HRIS. Recommendations for improvement to processes were presented to both the Director of Human Resources and the directorate of Information Technology and Telecommunication.

### How findings from assessment data were used to improve the program/unit

The unit operational calendar for recurring reports provided a consistent timeline to generate reports as well as specialty assignments; i.e. the PDF and Banner Implementation committees. 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) were used to strengthen internal controls, provided security of data and equity in employment practices. Reports were validated via HRIS and PMIS before releasing to assure an accurate summary of employment data.

## **2 Streamline and monitor SPA Leave**

### Outcomes Achieved/Results

The Leave Administration team tracked usage of leave for all SPA employees mindful of accrual rate, kinds of leave requested and managerial approval of leave. The In-House Leave System file was 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 was eligible for include: (a) Vacation leave, (b) Sick leave, (c) Shared Leave, (d) Family Medical Leave, (e) Bonus Leave, and (f) Community Service Leave

### Assessment Measurements

The assessment measurement tools included the following: random sampling of personnel and position data, review of the Personnel Data File for General Administration, and feedback from employees on the University Telephone Directory. Daily validation of data occurred while responding to requests for ad hoc reports or specialty reports requiring use of HRIS database. Weekly internal auditing of individual leave was completed from the actual keyed PD-113 and/or PD110 documents.

### Assessment Procedures

The website was updated with a new method to showcase leave balances. Members of Human Resources were assigned sections of the alphabets to conduct audits of balances and the results were monitored by the manager for revisions and correctness of leave. Web access became available to all SPA employees and supervisors August 2002. The use of Social Security numbers to obtain leave balances was the unlocking code to access an individual's leave record. This additional service increased the HR Team's customer service to employees and managers, as well as, provided current leave balances and decreased receipt of delinquent timesheets for employees.

### Administration of Assessment Procedures

The program manager was responsible for determining methods to streamline and monitor SPA leave.

### How findings from assessment data were used to improve the program/unit

Managers of the Human Resources' team served on the core divisional team to implement BANNER. The objective was 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 to receive for reports that provide multiple data for both EPA and SPA employees.

The data showed that the current processes were positive for employees and provided sound audit practices. A critical objective was to assure that each employee's leave is balanced accurately. As a reference point, the audit findings disseminated March 2003 indicated a critique of employee accrued leave. Accrued vacation balances for SPA employees were misstated for 5 out of 10 tested. The error rate was high and reflected a high concern that the University's liability for compensation due employees was inaccurate. Identification of processes used to track leave and the mechanism to identify delinquency was determined during April 2003. Resultantly, internal controls were 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 spreadsheets and the leave system. There were 260 employees affected; corrections were made. This method captured the historical data to accurately relay to the state and internal audit teams for the upcoming review.

## **PUBLIC SAFETY DEPARTMENT**

### **I. Brief Overview of the Department**

The North Carolina Agricultural and Technical State University Department of Police and 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 Police and Public Safety continue to work in partnership with the community to deliver the finest possible services available.

The Assistant Vice Chancellor for Police and 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 levels 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 Police and 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 and Objectives**

**Administrative Services Division**

**1 Install computers for the administrative services division**

Outcomes Achieved/Results

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

Assessment Measurements

Purchase orders and installation records for computers.

Assessment Procedures

Review of purchase orders and installation records.

Administration of Assessment Procedures

The Assistant Vice-Chancellor for Police and Public Safety has this responsibility.

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

As a result of the added computers, there was a quicker turnaround in assignments and a decrease in the amount of paper used. The added computers allowed for the various divisions to communicate more efficiently.

**2 Require all Lieutenants to attend and complete the Police Executive Training Program**

Outcomes Achieved/Results

Lieutenants attend this training on a yearly basis.

Assessment Measurements

Records of officers enrolled and completing the program

Assessment Procedures

Review of enrollment records

Administration of Assessment Procedures

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

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

As a result of this particular training, the lieutenants have become more knowledgeable in their role as a leader. Results were observable by public feedback as well as supervisory observance.

### **3 Update the Department's training records and store onto a computerized system**

Outcomes Achieved/Results;

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

Assessment Measurements

Training records

Assessment Procedures

Review of training records

Administration of Assessment Procedures

The Administrative Services Commander is responsible for this area.

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

Information obtained from training files was useful in planning future training, determining promotional information and maintaining information for career tracking. Periodic updates will occur as additional training information is added.

### **4 Develop recruitment programs for all divisions in the Police Department**

Outcomes Achieved/Results

An overall departmental recruitment program was developed in the place of divisional programs. This department continues to recruit the best qualified personnel for various positions.

Assessment Measurements

The department has various divisions with different responsibilities; however the department operates as a whole with one overall mission.

Assessment Procedures

The use of supervisory feedback was used.

Administration of Assessment Procedures

The Administrative Services Commander is responsible for this area.

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

An assessment of this goal determined that one recruitment program was satisfactory.

### **Residence Hall Officers**

#### **1 Establish twelve (12) month permanent positions for all residence hall officers**

### Outcomes Achieved/Results

Five additional Residence Hall Officer positions have been made permanent.

### Assessment Measurements

General funding for the positions are dependent upon the Office of Housing and Residence Life.

### Assessment Procedures

Due 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.

### Administration of Assessment Procedures

The Assistant Vice Chancellor for Police and 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 program/unit

Reallocating funding for five temporary positions into permanent positions created an incentive as far as personnel retention. Two additional positions were not 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.

### Assessment Measurements

This program is a duplication of a program established by the Office of Residence Life, therefore no funding is available.

### 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 program/unit

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

## **Telecommunications**

### **1 Increase full-time staff 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;

Based on observation and public feedback

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 the program/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.

## **2 Upgrade computer systems within the Telecommunications Office**

Outcomes Achieved/Results

Various upgrades such as CAD/Police Pak, DCI, and SIS Plus were installed and implemented

Assessment Measurements

Audit reports and statistical reports are generated as a result of the upgraded computer systems.

Assessment Procedures

Reports and supervisory observance are used to determine system upgrade

Administration of Assessment Procedures

The Administrative Lieutenant has the responsibility for assessment procedures.

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

As a result of the computer upgrades, the information generated improved the operational function of the department.

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

Outcomes Achieved/Results

Training for all alarm systems and DCI was conducted.

Assessment Measurements;

Training records and the number of personnel trained every two years.

Assessment Procedures

Lack of proper training may result in slow response time and inadequate response to calls.

Administration of Assessment Procedures

The Administrative Lieutenant has the overall responsibility for this area.

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

Due to a continuous training program, mistakes and lack of knowledge pertaining to this area are minimal.

#### **4 Establish a secure lost/found storage area**

##### Outcomes Achieved/Results

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

##### Assessment Measurements

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

##### Assessment Procedures

Review of 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 program/unit

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

#### **Parking Services**

##### **1 Acquire expanded office space for Parking and Traffic Services**

##### Outcomes Achieved/Results

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

##### Assessment Measurements

Move to larger office space.

##### Assessment Procedures

Actual move.

##### Administration of Assessment Procedures

This area is the responsibility of the Administrative Services Commander.

##### How findings from assessment data were used to improve the program/unit

Better customer service resulted from additional office space..

##### **2 Increase parking spaces**

##### Outcomes Achieved/Results

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

#### Assessment Measurements

Additional on campus parking has become available.

#### Assessment Procedures

Review records of additional parking spaces added.

#### Administration of Assessment Procedures

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 program/unit

With the additional lots and parking spaces, we were able to accommodate the staff and students.

### **3 Upgrade the shuttle service to bus operation**

#### Outcomes Achieved/Results

Currently there are three (3) shuttle buses operating on campus routes. An additional shuttle bus was purchased making a total of four (4) buses in operation.

#### Assessment Measurements

Operating four (4) shuttle vans on routes to various off campus locations.

#### Assessment Procedures

Review shuttle van records.

#### Administration of Assessment Procedures

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 program/unit

We are now able to transport more students to and from various locations. Students needing transportation now have the means to move throughout the campus.

### **4 Encourage students to utilize their Aggie-One card**

#### Outcomes Achieved/Results

We received and implemented the Aggie One-Card System.

#### Assessment Measurements

The number of students receiving the Aggie-One card.

#### Assessment Procedures

Records were reviewed.

#### Administration of Assessment Procedures

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 program/unit

Better customer service and quicker turnaround time for students and faculty and staff. Student and faculty/staff use their cards to pay and purchase permits and pay citations.

### **5 Secure four (4) additional permanent parking officer positions**

#### Outcomes Achieved/Results

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

#### Assessment Measurements

To aid in the patrolling of the additional new lots.

#### Assessment Procedures

To reduce officer response time.

#### Administration of Assessment Procedures

Under the leadership of the Chief of Police.

#### How findings from assessment data were used to improve the program/unit

Additional personnel will allow quicker response to students, faculty/staff in distress with parking concerns and to enforce all parking regulations.

### **6 Initiate on-line vehicle registration**

#### Outcomes Achieved/Results

Accommodate students who wish to register their vehicle on line.

#### Assessment Measurements

The number of vehicles registered on line.

#### Assessment Procedures

Review of the records generated by the registration process.

#### Administration of Assessment Procedures

Under the leadership of the Administrative Services Commander.

#### How findings from assessment data were used to improve the program/unit

Better customer service.

### **7 Create a collection program to reduce the number of unpaid parking citations**

### Outcomes Achieved/Results

A decrease in unpaid parking citations that were delinquent..

### Assessment Measurements

The number of unpaid parking citations that were paid.

### Assessment Procedures

Billing letters were mailed to students, faculty/staff in February, 2004.

### Administration of Assessment Procedures

The Parking Services Supervisor and the Administrative Services Commander are responsible for this area.

### How findings from assessment data were used to improve the program/unit

Provide better customer service.

## **8 To implement a Special Event Parking Program**

### Outcomes Achieved/Results

The use of the shuttle vans from the Luther Street Parking Lot and to various locations on campus have been utilized for special events.

### Assessment Measurements

Revenue generated and public feedback was used to assess this area.

### Assessment Procedures

Provide accommodation for parking for on campus visitors.

### Administration of Assessment Procedures

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 program/unit

The implementation provided better customer service and faculty/staff relationship.

## **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 available to assist with the work load from increased enrollment. More officers reduced response time to calls and improved customer service.

### Assessment Measurements

Officer response time for answering calls was analyzed, and the amount of overtime hours Officers worked during the academic year and its costs.

### Assessment Procedures

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.

### Administration of Assessment Procedure

The Deputy Chief of Police conducted the assessment of this activity.

### How findings from assessment data were used to improve the program/unit

Additional patrol officers allowed the department to increase the number of officers on patrol during evening hours when demand for service is highest.

## **2 Purchase a mobile command post**

### Outcomes Achieved/Results

Mobile command post allows 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 are drawn to the site to report problems and to ask questions or receive information or directions.

### Assessments Measurements

MCP is currently not fully operational, need to complete wireless information exchange capability.

### Assessment Procedures

Process is on going and is expected to be fully operational in the coming year.

### Administration of Assessment Procedures

Assessment was conducted by Lt. W. Gilchrist under the direction of Deputy Chief R. G. Slade.

### How findings from assessment data were used to improve the program/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.

### **3 Establish and implement a 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

The reduction in the amount of overtime required by full time staff which reduces overtime costs to department budget, reduces stress and fatigue on full-time police staff through the use of reserve officers

#### Assessment Procedures

Analysis of overtime worked and paid for full time police officers as compared to straight time paid for reserved officers.

#### Administration of Assessment

Assessment of Reserve Officer Program is conducted by Deputy Chief R. G. Slade or her designee.

#### How findings from assessment data were used to improve the program

Reserve officers program is 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.

### **4 Implement a bike patrol program**

#### Outcomes Achieved/Results

This goal was achieved, department purchased four (4) bicycles and trained four (4) officers in the Bike Patrol techniques.

#### Assessment Measurements

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 walkways/sidewalks. The bicycle patrol allows officers to interact with the public in ways not available to officers riding in cars.

#### Assessment Procedure

No formal assessment has been taken of this service; an assessment will be completed in 04-05 year.

#### Administration of Assessment Procedure

Deputy Chief R. G. Slade is responsible for administering assessment procedures.

#### How findings from assessment data were used to improve the program

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.

### **5 Install computers for all supervisory offices**

#### Outcomes Achieved/Results

As new computers were purchased, the old ones were passed down to lower level supervisors.

#### Assessment Measurements

The additional computers allow supervisors to type memorandums, send and receive e-mail in a more timely fashion. All new patrol officers are required to obtain an e-mail address.

#### Assessment Procedures

Faster communications between different shifts and supervisors, better coordination of activities, faster sharing of daily information summaries and incident reports.

#### Administration of Assessment Procedures

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 program/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.

### **6 Centralize criminal investigation division**

#### Outcomes Achieved/Results

All investigative operations were consolidated in one location in Ward Hall which allowed for more operating space.

#### Assessment Measurements

Investigators have privacy to conduct interviews and interrogations without the general public or other officers interrupting the process. Information learned from general observation and feedback from employees who use the facility suggest that significant improvement in performance, attitude and morale.

#### 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 Procedures

Lead investigators and operations commander are responsible for assessment.

#### How findings from assessment data were used to improve the program/unit

Investigators worked in relative privacy with confidential informants. Close circuit TV monitoring equipment provided a clear irrefutable record of all interviews and interrogations conducted on site.

## **7 Obtain access to Department of Motor Vehicles photo process**

### Outcomes Achieved/Results

Access to the NC Department of Motor Vehicle Driver License data base will allow significant improvement in the ability to identify persons of interest by the use of driver's license photos.

### Assessment Measurements

The accuracy and timeliness of the identification of suspects and persons of interests in police investigations.

### 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.

### Administration of Assessment Procedures

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 program/unit

Officers were able to 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.