Institutional Effectiveness Addendum 3.3.1.2

University of West Georgia

Submitted to the:

SACSCOC On-Site Committee

February, 2014

3.3.1.2: administrative support services

UWG includes in the category of administrative support services all departments within the Office of the President and the divisions of Business and Finance and University of Advancement. Evidence of compliance with principle 3.3.1.2 is presented in the following order:

Office of the President
Division of Business and Finance
Division on University Advancement

Office of the President

The office of the President includes the departments of Information and Technology Services, Institutional Diversity, Institutional Research and Planning, and the University Counsel. For this report, the assessment summary for the Department of Information and Technology Services is included to represent these departments. It was selected as it is the most dynamic and requires the greatest amount of planning and improvement to meet its purpose within the university.

Division/College/School	**President's Office**
Area *(if applicable)*	**ITS**
Department *(if applicable)*	**Information Technology Services**
Reporting Year	**2011 (Su10-Sp11)**

What were your expected outcomes (Goals) for this year?

1.   ITS will assess and improve the delivery of support services through the use of well-defined metrics. (2010 UWG Strategic Goals: 1,2,5,11)

2.   ITS will develop and maintain the services and infrastructure necessary to support the academic and administrative needs of the University. (2010 UWG Strategic Goals: 1,2,5,7,11)

3.   ITS will enhance campus IT security and disaster preparedness through a combination of technology-based solutions, user education campaigns, and effective incident response plans. (2010 UWG Strategic Goals: 4)

4.   ITS will strive to provide a work environment that engages and rewards ITS staff and fosters professional growth. (2010 UWG Strategic Goals: 6)

5.   ITS will partner with other entities on campus to ensure that the information technology in new construction and remodeling projects meets the needs of the campus, and follows the appropriate standards. (2010 UWG Strategic Goals: 9)

6.   ITS will use planning and project management to help ensure that activities are prioritized and resources are used to the greatest benefit for the campus. (2010 UWG Strategic Goals: 1,5,7,9)

How did the department assess the extent to which it achieved these results?

ITS measures delivery of services through measurement of total calls fielded, total new requests, total resolved requests, total calls resolved at the first point of contact, and first call resolution rate (Goal 1). We track student usage of general campus computing labs as well as the Student Information Technology Services (SITS) workshop (Goal 1). Finally, we keep track of total usage of checkout equipment such as laptops, projectors, and cameras (Goals 1,2).

ITS also tracks the total number of training courses, workshops, and IT town hall meetings offered as well as attendance (Goals 2, 3).

ITS manages projects via a formal IT project management model and the associated methodology known as the PAT

Process (Goal 1, 2, 6).

Calendar year 2010 was the second year that the ITS staff participated in a survey that was developed in-house to assess communication within the organization. The purpose of the survey is to identify areas where we can improve communication between staff and managers. In addition to this internal survey, ITS staff participated in a USG-wide IT worker survey conducted by Georgia Southern University. The results from this survey will help us benchmark our working environment against others in the System.

 (Goal 4).

ITS conducted visioning session in late 2010, and used the data from those sessions to target infrastructure improvements in this year (Goal 2) and future years. Areas of improvement identified include the wireless network, the campus email/calendaring system, and improved access to information via the web and mobile devices.

Major projects now include a project close out phase to help identify ways we can improve (Goals 1, 5, 6).

Server uptime is an indicator of infrastruture health (Goal 2). For calendar year 2011, the web server maintained a 99.9% uptime.

What improvements were implemented in your department based on analysis of the assessment results?

During the past fiscal year ITS implemented new service desk software to improve our ability to communicate with the customer, and to improve our ability to track and close support requests. The software also improved our ability to assess our service delivery metrics (Goals 1, 2).

Based on an assessment of SITS calls:

- we launched a virus awareness/ anti-virus marketing campaign to increase our student's awareness of computer viruses and mal-ware, as well as their access to free anti-virus software provided by the University (Goal 3)
- User Services developed a program known as ESITE (Enhancing Student IT Awareness) to increase engagement with our student body and share IT information to the campus community more effectively (Goals 2, 3)

As a result of the visioning session:

- we expanded the main campus wireless network was expanded by 25%, and the Newnan campus wireless network by 50%
- we secured FY12 funding to develop mobile applications that will be available to the students
- we began researching a replacement email & calendaring system.

As a result of the internal communication survey we:

- developed an electronic in/out board
- held weekly walk-abouts by the directors
- made changes to our meeting format
- the CIO scheduled Praise and Progress meetings within ITS groups
- began using GoogleApps as a way to share documents and ideas

In order to increase the number of ITS staff delivering campus training classes, we developed an incentive program that provided a small amount of professional development dollars in return for developing and delivering training courses.

Did the improvements have the impact that was planned?

1. During the past fiscal year ITS implemented new service desk software to improve our ability to communicate with the customer, and to improve our ability to track and close support requests. The software also improved our ability to assess our service delivery metrics (Goals 1, 2).

- The new service desk software has improved our ability to communicate with the campus community and has streamlined the process of how we handle requests provided via email. It has also had a positive impact on internal operations, by automating action in response to specific requests, and providing easy to use templates for multi-step tasks.

2. Virus awareness/ anti-virus marketing campaign to increase our student's awareness of computer viruses and mal-ware, as well as their access to free anti-virus software provided by the University (Goal 3).

- We are receiving fewer e-mail requesting guidance on e-mails that are clearly "phising" emails. We have not seen a noticeable improvement in the frequency of mal-ware issues.

3. User Services developed a program known as ESITE (Enhancing Student IT Awareness) to increase engagement with our student body and share IT information to the campus community more effectively (Goals 2, 3).

- We were able to work with a highly motivated graduate assistant and saw improved visibility of Student IT services on campus. A facebook and twitter account were launched, as well as a poster campaign to advertise SITS.

4. The main campus wireless network was expanded by 25%, and the Newnan campus wireless network by 50%. Six campus buildings had networking equipment upgrades. (Goal 2).

- Wireless coverage is still not adequate in many areas of campus. A much larger investment should be made in wireless coverage campus wide, and the current method for gaining access to the wireless network should be simplified.

5. Internal Communication Survey

- The electronic in/out board has been very successful and it has enjoyed a high adoption rate. Most ITS staff use it on a daily basis (this extends beyond simply logging in, many use it to help with presence awareness and appointment scheduling). The "walk-abouts" by the directors was an effort to increase communication between frontline staff and the IT directors. This effort created more tension than it eased in most cases and was abandoned.

6. Training Courses Delivered

In 2009/2010, ITS delivered 30 training classes. After the introduction of the incentive program, 83 classes were conducted in 2010/2011.

Division/College/School	**President's Office**
Area *(if applicable)*	**ITS**
Department *(if applicable)*	**Information Technology Services**
Reporting Year	**2012 (Su11-Sp12)**

What were your expected outcomes (Goals) for this year?

1. ITS will assess and improve the delivery of support services through the use of well-defined metrics. (2010 UWG Strategic Goals: 1,2,5,11)
2. ITS will develop and maintain the services and infrastructure necessary to support the academic and administrative needs of the University. (2010 UWG Strategic Goals: 1,2,5,7,11)
3. ITS will enhance campus IT security and disaster preparedness through a combination of technology-based solutions, user education campaigns, and effective incident response plans. (2010 UWG Strategic Goals: 4)
4. ITS will strive to provide a work environment that engages and rewards ITS staff and fosters professional growth. (2010 UWG Strategic Goals: 6)
5. ITS will partner with other entities on campus to ensure that the information technology in new construction and remodeling projects meets the needs of the campus, and follows the appropriate standards. (2010 UWG Strategic Goals: 9
6. ITS will use planning and project management to help ensure that activities are prioritized and resources are used to the greatest benefit for the campus. (2010 UWG Strategic Goals: 1,5,7,9)

How did the department assess the extent to which it achieved these results?

ITS measures delivery of services through measurement of total calls fielded, total new requests, total resolved requests, total calls resolved at the first point of contact, and first call resolution rate. These metrics are available on our web site www.westga.edu/its under Key Performance Indicators (Goal 1). Customer satisfaction rating can be found on that same page. We track student usage of general campus computing labs as well as the Student Information Technology Services workshop (Goal 1). Finally, we keep track of total usage of checkout equipment such as laptops, projectors, and cameras (Goals 1,2).

ITS also tracks the total number of training courses, workshops, and IT town hall meetings offered as well as attendance (Goals 2, 3).

ITS manages projects via a formal IT project management model and the associated methodology known as the PAT

Process (Goal 1, 2, 6).

An online survey and townhall meeting were used to assess what features were needed in a new email and calendaring system, which was identified as an area of need in last year's visioning sessions. (Goal 2)

Server uptime is an indicator of infrastruture health (Goal 2). For calendar year 2012, the web server maintained a 99.6% uptime.

What improvements were implemented in your department based on analysis of the assessment results?

1. Our Service Desk software has been in production for almost two years, and a review of its use was undertaken. As a result of the review, we invested in training and consulting services that allowed us to expand the user of the software internally to two new groups, SITS and Resnet.
2. As the result of a review of how ITS communicates to the campus, and a consulting engagement with the Service Desk Director at the University System Office , ITS implemented Phase I of the campus communications framework with the development of the ITS Service Status page and a change to the automated voice response menu system that manages the Service Desk call queue.
3. Although the training incentive program that launched last year was continued this year, the number of courses offered dropped from 83 to 67. A survey was sent to campus to help develop new classes for next year.
4. Google and Microsoft were identified as possible replacements for the campus email and calendaring system, and a pilot of both was undertaken. Google was ultimately chosen as the replacement product.
5. ITS began providing the Vice Presidents with monthly updates on the progress made towards projects in their area, as well as projects that are in queue (Goal 5,6).
6. The mobile app, which was funded last year, was launched in Feb. 2012. The app was downloaded over 3,200 times in the first 5 months.
7. An increase in requests for high quality video and graphic design services led to a review of similar services offered by multiple areas on campus. This review culminated in a request to fund a new Video Production Unit to be managed by University Communications and Marketing. Those funds were allocated for FY13.
8. In order to better track lab computer station utilization, Labstats was purchased and implemented. This software not only allows ITS to track station use, it provides a public view so students can see which computer labs have open seats.
9. As a result of feedback collected during the visioning sessions last year, ITS researched and obtained funding for software to simplify access to the campus wireless network.

Did the improvements have the impact that was planned?

1. Consolidating call tracking systems into one system allowed us to retire an older server, which was running

the legacy system, but overall there was minimal impact to operations.

2. The system status page (status.westga.edu) was launched in the fall of 2011. A review of the web site statistics for the page show an increased number of views during an outage in January 2012. We do not yet see a noticeable drop in service desk telephone calls during outages. Verbal feedback has been favorable to the change to the VR menu system.

3. The Cloudpath software makes accessing the campus wireless network simpler than the previous method, however it still can be a challenge for students and employees to go through the process. One very positive outcome of the Cloudpath implementation is the ability to re-connect to the wireless network without having to re-enter credentials.

Division/College/School	President's Office
Area *(if applicable)*	ITS
Department *(if applicable)*	Information Technology Services
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. ITS will assess and improve the delivery of support services through the use of campus-wide surveys and well-defined metrics. (2010 UWG Strategic Goals: 1,2,5,11)
2. ITS will develop and maintain the services and infrastructure necessary to support the academic and administrative needs of the University. (2010 UWG Strategic Goals: 1,2,5,7,11)
3. ITS will enhance campus IT security and disaster preparedness through a combination of technology-based solutions, user education campaigns, and effective incident response plans. (2010 UWG Strategic Goals: 4)
4. ITS will strive to provide a work environment that engages and rewards ITS staff and fosters professional growth. (2010 UWG Strategic Goals: 6)
5. ITS will partner with other entities on campus to ensure that the information technology in new construction and remodeling projects meets the needs of the campus, and follows the appropriate standards. (2010 UWG Strategic Goals: 9)
6. ITS will use planning and project management to help ensure that activities are prioritized and resources are used to the greatest benefit for the campus. (2010 UWG Strategic Goals: 1,5,7,9)

ITS measures delivery of services through measurement of total calls fielded, total new requests, total resolved requests, total calls resolved at the first point of contact, and first call resolution rate. These metrics are available on our web site www.westga.edu/its under Key Performance Indicators (Goal 1). Customer satisfaction rating can be found on that same page. This year we began collecting baseline data for a Balanced Scorecard each member of the service desk. We expect to make changes in FY14 based on this data. We track student usage of general campus computing labs as well as the Student Information Technology Services workshop (Goal 1). Finally, we keep track of total usage of checkout equipment such as laptops, projectors, and cameras (Goals 1,2).

ITS also tracks the total number of training courses, workshops, and IT town hall meetings offered as well as attendance (Goals 2, 3).

ITS manages projects via a formal IT project management model and the associated methodology known as the PAT Process (Goal 1, 2, 6).

For the first time, ITS executed the Techqual Survey between March and April of 2013 seeking feedback from faculty, staff and students on campus IT services including Connectivity and Access, Technology and Collaboration Services, and Support and Training. This is a national survey that will allow us to benchmark our services against our peers. The survey allowed those polled to express their minimum expectations, desired level of performance, and perceived level of performance (Goals 1, 2, 6).

Server uptime is an indicator of infrastruture health (Goal 2). For calendar year 2013, the web server, campus email server and myUWG maintained a 99.6% uptime.

1. Due to a change in personnel, a review of the resources we were investing in delivering training courses to the campus was undertaken. In FY13 we had on average 11 attendees per course, with the number ranging from 5 to 18. A decision was made to reduce the time we were investing in delivering general training to the campus, and focus on training that was closely tied to current projects (Google transition, web site content management software).

2. While ITS had been using the PAT processing internally for over a year, in January 2013 the process was introduced to the campus. To date 30 projects have been submitted. Fourteen projects came from Academic Affairs, three from Business and Finance, twelve from Student Affairs and one from University Advancement. The Vice Presidents continue to receive monthly updates via email on the progress made towards projects in their area, as well as projects that are in queue (Goal 5,6). In addition to the monthly updates, quarterly meetings are held to determine project priorities for the campus.

3. Google email and calendaring was fully implemented for faculty and staff. A fall of FY14 implementation for students is planned. This completes an improvement that began as part of the FY11 visioning sessions.

4. A review of the service desk calls assigned to the "Sys Admin" group led to a re-organization in that area. As soon as a vacant System Administer position is filled (anticipated in early FY14), that individual will work half day of at the Service Desk to field complex calls for assistance.

5. A review of the communication process during unplanned system outages led to the development and signing of an internal Communications OLA. This OLA and Phase II of the campus communication framework led to the addition of facebook and twitter notifications for planned or unplanned system outages.

Did the improvements have the impact that was planned?

1. While it has only been in use a few months, the migration to Google for email has reduced complaints about the lack of email storage, quality of access to email from off-campus, and overall reliability.

2. The PAT process has improved how ITS manages large projects, and improved our ability to complete work on time. The project intake and approval procedure has stopped some projects from moving forward early on the process, which helps ensure IT resources are focusing on the work that has the most value to the campus.

Division of Business and Finance

The Division of Business and Finance (departments of Budget, Campus Planning and Facilities, Human Resources, Controller, Purchasing, Auxiliary Services, Police, and the Center for Business Excellence) operates in sync with the mission of the university: "The University of West Georgia seeks to achieve preeminence in providing educational excellence in a personal environment through an intellectually stimulating and supportive community for its students, faculty, and staff." The mission of the Division of Business and Finance is: To support a vibrant learning environment by delivering efficient and innovative service oriented solutions.

In order to comply with both mission statements, assessment has to be an integral part of the operational culture. For the past two years, the entire Division has been assessed in such areas as institutional pride, divisional culture, leadership, and training requirements. The results of those assessments are reviewed by leadership at an annual retreat and action plans for improvement are established. The goal setting process with each unit head and the Vice President for Business and Finance will have at its core efficiency and or innovation in our service areas. Once the goals are established the unit heads are charged with the responsibility to report on the progress throughout the year during their one-on-one meetings with the Vice President. At the end of the year, the progress of each goal is assessed and reported on the annual report document provided by the Office of Institutional Research and Planning. Goals that are not completed are evaluated for relevance and completion probability and then carried forward to the next year if applicable.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Auxiliary Director's Office
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. The goals of the Auxiliary Director's office are to coordinate, oversee and provide support for all the areas under the auspices of Auxiliary Services.

How did the department assess the extent to which it achieved these results?

- Our Customer Relations Marketing intern develops and administers surveys designed to measure customer satisfaction and solicit feedback each year.

What improvements were implemented in your department based on analysis of the assessment results?

- The results and feedback of the surveys designed to measure or capture specific information are taken very seriously. Many changes have been implemented as a result. A new bookstore was built. New food service locations, Starbuck's and Einstein's Bros. Bagels, opened. New vending areas were installed. New meal plans were created, especially ones catering to residential freshmen. Additional changes are being considered for future implementation.

Did the improvements have the impact that was planned?

- Yes. The consumption of the Auxiliary products and services increased, satisfaction improved.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Auxiliary Director's Office
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. The goals of the Auxiliary Director's office are to coordinate, oversee and provide support for all the areas under the auspices of Auxiliary Services.

How did the department assess the extent to which it achieved these results?

- Customer Relations Marketing intern develops and administers surveys designed to measure customer satisfaction and solicit feedback each year. The following surveys were administered: Bookstore Merchandise, Mail Services, Parking & Transportation, Publications & Print Customer Satisfaction, Bookstore Rental Program, Snack & Beverage Vending, and Dining Services.

What improvements were implemented in your department based on analysis of the assessment results?

- Projects completed based on survey results include: SGA Auxiliary Services Updates, Parking and Transportation Preview Day Display Board, Organizational Chart revision, Bookstore Rental Program Recap, Mail Services Customer Service Presentation, Summer Conference Recap, Snack and Beverage Vending audit, Warehouse process, Bus Justification, Online Card Office enhancement, parking hang tag redesign and an Auxiliary Services Orientation Video.

Did the improvements have the impact that was planned?

- Yes. Customer awareness of Auxiliary products and services increased, and overall customer satisfaction improved.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Auxiliary Director's Office
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. The goals of the Auxiliary Director's office are to coordinate, oversee and provide support for all the areas under the auspices of Auxiliary Services.

How did the department assess the extent to which it achieved these results?

- Our Auxiliary Services Coordinator and the Customer Relations Marketing intern develops and administers surveys designed to measure customer satisfaction and solicit feedback each year.

What improvements were implemented in your department based on analysis of the assessment results?

The results and feedback of the surveys designed to measure or capture specific information are taken very seriously.
- Auxiliary Services Coordinator position now works directly with the Marketing Intern.
- Mobile Pharos Printing is being implemented.
- Food vending at the Newnan Center is now available.
- 24/7 Dining is being implemented in the Fall of 2013.
- Laundryview is being implemented to enhance the student experience in the residence halls, changes were made to the vending contracts upon RFP to improve the student's direct benefit of these contracts.
- Bussing shuttles to local shopping areas was instituted in this reporting year and continues into the current fiscal year.
- Dining concepts and station offering are evaluated and altered to meet the needs of the residential, commuter, and the Faculty/Staff populations.
- Publications and Printing continually evaluates and improves their marketing, communication and product selection.
- The Marketing Managers Team now assists with cross marketing across the Auxiliary department to create a cohesive message and improve communication of events, issues, and information.

Did the improvements have the impact that was planned?

- Yes. Marketing across the departments has improved employee knowledge of other Auxiliary areas, and increased customer awareness of promotions, events, service changes/updates, and deadlines for various Auxiliary departments.
- Uncertain. Mobile Pharos Printing is still in the implementation phase with an expected delivery date of May 2014.

- Yes. Food vending in Newnan was very popular amongst the students and staff, however we are now looking into other food vendors to offer greater variety and sustainability of the program.
- Yes. 24/7 Dining has helped increase meals used by students by 39% from Fall 2012 to Fall 2013.
- Yes. Laundryview Implementation has decreased service calls for laundry facilities and response time for service tickets.
- Yes. The contract changes for snack and beverage vending has increased the value of those contracts directly to students through increased free product for student events, discounts at Atlanta area attractions and sporting events, and vendor support of recycle and marketing programs on campus.
- Yes. Ridership on shopping shuttles and student satisfaction with the service has been consistently high since implementation

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services - Commencement
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. To have shorter, more efficient, and more attractive ceremonies.

How did the department assess the extent to which it achieved these results?

- A Commencement Advisory Committee consisting of members from Academics, Provost Office, Risk Management, Registrars Office and Auxiliary Service meet routinely throughout each academic year to assess each ceremony and, with approval of the President,implement recommended improvements.

What improvements were implemented in your department based on analysis of the assessment results?

- Commencement ceremonies were shortened and made more efficient by lead in of the processional being two lines instead of one.
- Ceremonies were also more efficient by organizing lead in by College and not alphabetically.
- Doctoral candidates were also escorted by group instead of individually.
- Commencement was enhanced by making new banners for each college and coordinating tassel color.

Did the improvements have the impact that was planned?

- Yes. The side-by-side graduate line up shortened the length of the processional. Arranging students by college and not alphabetically significantly increased the efficiency of the student line up. The college banners added to the aesthetics of the stage, creating a more appealing atmosphere.

Division/College/School	Business and Finance

Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services - Commencement
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. Fulfill the needs of University of West Georgia graduating student body and their guests including parking, transportation, facilities, safety, attire and guidance for each Commencement ceremony in 2011-12.

How did the department assess the extent to which it achieved these results?

- A Commencement Advisory Committee consisting of members from Academics, Provost Office, Risk Management, Registrars Office and Auxiliary Service meet routinely throughout each academic year to assess each ceremony and, with approval of the President, implement recommended improvements.

What improvements were implemented in your department based on analysis of the assessment results?

- Implemented a "green" initiative by using a bio-degradable gown that will decompose within a year after placed in a landfill.
- Improved gown appearance by addition of a gold colored UWG seal on the back of gowns and a gold color zipper pull on the front.
- The broadcast of each ceremony on the internet which has enabled anyone with web access to watch commencement in real time and/or review any previous commencement since implementation.
- Implemented the hooding of Doctoral candidates into Commencement including proper attire.
- Replaced all college banners on stage including addition of new colleges.

Did the improvements have the impact that was planned?

- Yes. The improved gown appearance has been well received by graduates and faculty. The online broadcast of the ceremonies has aided students with large families or out of town guests that cannot attend graduation. The broadcast has also eliminated the need to sell DVDs at the commencement ceremony as the guests are able to watch live and review past ceremonies online. The hooding of Doctoral candidates was an enhancement to the ceremony and allowed us to properly recognize the intense commitment and dedication these individuals exhibited as representatives of the university. The replacement of the college banners properly represents the new colleges at UWG.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services - Commencement
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. Improve communication with the Commencement Advisory Committee.
2. Improve the planning process to create more transparency and increase efficiency.
3. Reduce redundancy in efforts.

How did the department assess the extent to which it achieved these results?

- A Commencement Advisory Committee consisting of members from Academics, Provost Office, Risk Management, Registrars Office and Auxiliary Service meet routinely throughout each academic year to assess each ceremony and, with approval of the President,implement recommended improvements.

What improvements were implemented in your department based on analysis of the assessment results?

- The commencement notes, procedures and planning information was reviewed, revised, and condensed to create an MOP that can function as a record of the ceremony as well as a planning document and check list. This was created with the full collaboration of the Commencement Advisory Committee as well as other involved individuals on campus.
- Tasks that had previously been performed by multiple parties were assigned to the most appropriate area of responsibility.
- Volunteers are now assigned a position and provided a position specific description of their role, location and general ceremony information.
- Volunteers are also provided with a Pass designed by UCM which includes a map of the facility to aid in communicating locations of amenities and seating sections to our guests.
- A record by name of volunteers for each position is retained within Auxiliary for reference.
- Each ceremony now maintains an individual electronic folder which contains all floor charts, planning documents, timeline for the event, and other appropriate information specific to that ceremony.
- General information and document templates are now maintained in an electronic folder accessible to all Auxiliary leadership.

Did the improvements have the impact that was planned?

- Yes. The planning procedure MOP allows for more efficient meetings as each meeting addresses the current section of the planning document. The check list format ensures that even small details are covered and not taken for granted. Assigning duties to the most appropriate party and decreased redundancy in tasks and confusion among departments. The volunteer pass as improved communication between volunteers who may not be very familiar with the area and the incoming graduates and their guests. Creating a folder for each ceremony on a shared drive has mitigated the risks involved when only one individual has access to historical information, and has decreased planning and preparation time for each Commencement as previous ceremonies can easily be referenced and amended for the upcoming ceremony. Maintaining document templates and guidelines has also ensured uniformity of signage from one commencement to the next.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Food Services
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. To play an integral part in supporting the personal learning environment sought by UWG.
2. To adapt and expand based on the dining needs of the students and the administration.

How did the department assess the extent to which it achieved these results?

- Aramark, the University's contracted Food Services provider conducts "Dining Styles Surveys" each fall and spring semester. Typically 800 – 1100 students, faculty and staff participate in the surveys each semester. During the 2011 reporting year the surveys were focused on gaining feeback from the campus community primarily regarding food freshness, variety, convenience, value, etc.

What improvements were implemented in your department based on analysis of the assessment results?

Many adjustments were made to the dining program.

- ARAMARK hired new Executive Chef -Extended Z-6 operating hours to 8:30pm for Fall 2011
- Recommended remodel of 3rd floor UCC to create a two line Subway
- Promoting meal exchange for most mandatory participants at ALL retail grab & go locations.
- Considering expanding the meal exchange to voluntary level plans.
- Reconfiguring vegetarian selection at Z-6 to highlight the option
- Added Papa John's Pizza delivery program
- Increased use of menu nutritional identifiers
- Introducing new Coca Cola Freestyle fountain units to Wolves Den
- Created student focused catering guide. Lower cost, party style food for pick-up.
- Aggressively marketed meal plans to off-campus students.
- Partnered with complex managers to gain access to these students during special events.
- Utilized relationship with Papa Johns to provide incentive for meal plan sign up.

Did the improvements have the impact that was planned?

- Yes. Dining services continued to see growth in Dining sales, based on meal plan sales, and in customer satisfaction, based on Dining Style survey scores. The improvements helped us provide high quality, affordable food service in a comfortable, personal environment. We bring innovative solutions to satisfy the needs of our customers.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Food Services
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. To play an integral part in supporting the personal learning environment sought by UWG.
2. To adapt and expand based on the dining needs of the students and the administration.

How did the department assess the extent to which it achieved these results?

- *To play an integral part in supporting the personal learning environment sought by UWG.*
  ARAMARK MarketMATCH to assess short term and long term plans. Quarterly health inspections from Carroll County Health Department. Monthly inspections by Subway and Chick-fil-A; semester inspections by Einstein's; and ARAMARK Quality Assurance Spring 2012 and June 2011.
- *To adapt and expand based on the dining needs of the students and the administration.*
  ARAMARK MarketMATCH to assess short term and long term plans; Z6 Building by UWG Office of Risk Management and Safety; and Fall and Spring Dining Styles Survey.

What improvements were implemented in your department based on analysis of the assessment results?

- A Starbucks location was added during the Ingram Library renovations, and an Einstein Brothers Bagel was included in the construction of the new UWG Bookstore in order to accommodate the needs of the large commuter population.
- Based on customer feedback a Vegetarian station was added to Z-6

Did the improvements have the impact that was planned?

- Yes. Dining Styles Survey results continue to improve and student participation in meal plans continues to grow as a result of the improvements to the program.
- Yes. We saw an increase in commuter student participation in Dining Dollars after the addition of Einstein Bros and Starbucks.

Division/College/School	**Business and Finance**
Area *(if applicable)*	**Auxiliary Enterprises**
Department *(if applicable)*	**Business and Auxiliary Services – Food Services**
Reporting Year	**2013 (Su12-Sp13)**

What were your expected outcomes (Goals) for this year?

1. Provide a high quality dining program on campus at affordable rates to the clientele, and with an operation that is financially self-sufficient.
2. To release Food Service RFP for campus-wide dining program, evaluate proposals, and award contract to provider who demonstrates the ability to align the food service program with the overall mission of the University.

How did the department assess the extent to which it achieved these results?

- Annual Customer Service Surveys submitted by Auxiliary Services
- Dining Styles Surveys conducted by food service contractor in Fall and Spring

What improvements were implemented in your department based on analysis of the assessment results?

- Food Service RFP was released. Two contract companies submitted proposals. RFP Committee was formed

to evaluate the proposals submitted. The committee was formed of student leaders, faculty and administration led by the Director of Purchasing. The committee used pre-determined criteria to evaluate the proposals and scored each one accordingly. The University selected ARAMARK to be the food service provider.

- The University and ARAMARK opened a new POD Market at the Center Pointe Suites to support the living and learning environment on the West side of campus. This store services 1200 students living in the University Suites and Center Pointe Suites. We are completing the first phase of renovation to the older residential dining facility (Z-6) on the west side of campus. We have replaced the old ceiling and lighting with state of the art acoustical tiles and LED lighting. We have replaced the old carpet and VCT tile floor with new flo-tex carpet and new tile floor in the serving area. This building will also have new, more efficient fryers for cooking. Our Retail facilities will receive a full marketing assessment in the coming year and we will make recommendations for updating / changing brands based on information received from our students / faculty and staff. In addition we have completed a new aesthetically pleasing entrance into our retail food court which will serve as a visual focal point, a place for students to gather to relax and socialize and as the main entrance into the lower level of the building. Our flooring in the seating area is being updated for this semester as well.
- Based on direct student feedback the Z-6 hours of operation where extended in Fall 2012 from 8:30pm to 10pm Sunday through Thursday.

Did the improvements have the impact that was planned?

- Yes. The extended Z-6 hours of operation instated in Fall 2012 increased student meal plan usage and overall customer satisfaction for the Z-6 location.
- Yes. The new Food Service contract awarded to Aramark provided for a 24/7 dining program, allowing the campus community access to meals, either through cash sales or meal plan participation, around the clock beginning in Fall 2013. This contract change increased student meals utilized by 39% between Fall 2012 and Fall 2013.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – PBX - Telecommunications
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. To identify current and future telecommunication needs of the campus community and then to determine a process for upgrading the current system at the best possible performance and cost for all involved parties.

How did the department assess the extent to which it achieved these results?

- Surveys were administered to determine end user satisfaction. Conference calls and meetings with vendors

were also conducted in order to clarify existing phone system limitation and upcoming challenges.

What improvements were implemented in your department based on analysis of the assessment results?
- We realized from research that, while our existing PBX telecommunications system was working fine and the customers were very satisfied with it, the system was also approaching end-of –life; primarily due to vendors indicating they would not support much longer. Thus, we built a plan to gently migrate from the existing platform and system to SIP Technology.   - Our Telecommunications Manager built a Telecom Master Plan Analysis and timeline which addresses the campus-wide telecommunications upgrade process and divides it into 3 phases.   - An AT&T Upgrade was initiated as Phase 1.
Did the improvements have the impact that was planned?
Yes. The upgrades were still ongoing in FY11 and were part of necessary improvements to maintain the service levels and reliability for the campus phone system.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – PBX - Telecommunications
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?
1. To identify current and future telecommunication needs of the campus community and then to determine a process for upgrading the current system at the best possible performance and cost for all involved parties.
How did the department assess the extent to which it achieved these results?
Surveys were administered to determine end user satisfaction. Conference calls and meetings with vendors were also conducted in order to clarify existing phone system limitation and upcoming challenges.
What improvements were implemented in your department based on analysis of the assessment results?
UWG created a Telecom Master Plan Analysis and timeline which addresses the campus-wide telecommunications upgrade process and divides it into 3 phases. Phase 1 of the upgrade has been completed and phase 2, expanding the PBX to support the new Art Building and the new Nursing Building has been initiated.
Did the improvements have the impact that was planned?
Yes. We have worked the plan, are migrating, and have undergone no interruptions to service along the way.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – PBX - Telecommunications
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. To perform a study of best practices for deploying a SIP-based Unified Communications platform campus wide.
2. To draw a plan and obtain approvals for moving forward with a contract to install a SIP-based UC platform.
3. To continue providing high quality daily services to our campus, while engaged in the tasks mentioned above.

How did the department assess the extent to which it achieved these results?

- Surveys were administered to determine end user satisfaction. *Telecom uses a one-to-one quality-of-service survey, automatically generated by the ticketing system to assess daily operations.*
- Conference calls and meetings with vendors were conducted to clarify existing phone system limitation and upcoming challenges.

What improvements were implemented in your department based on analysis of the assessment results?

- Telecom has finalized a study of best practices in SIP-based UC platforms.
- Telecom has obtained approval to move forward with a contract to upgrade its existing infrastructure to accommodate a SIP-based UC platform.

Did the improvements have the impact that was planned?

- Yes. This upgrade is still ongoing with required equipment having been received in December 2013 and VoIP project kickoff meeting between UWG, AT&T, Avaya and SyncGlobal set for January 29th 2014.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Summer Conferences
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. Grow the Summer Conference Program by 10% in size as well as revenues

2. Improve communication between departments and across campus with regards to conference planning

3. Improve customer service for each conference

How did the department assess the extent to which it achieved these results?

- Growth is assessed by total number of conference attendees, total number of meals served, total number of bed nights, and total invoiced revenues.

- Customer Service surveys are sent to each conference director in order to evaluate and make recommendations for the future.

What improvements were implemented in your department based on analysis of the assessment results?

- While satisfaction remained high 8.25-9.75 out of 10 for most areas, timeliness of meals and timeliness of housing check-ins remained a challenge rating overall between 7.5 and 7.75.

- The Orientation dates were altered for the mutual benefit of both programs so that the larger conferences took place during July and all Orientations took place in June with the smaller conferences. This alleviated much of the strain on Dining services as they were no longer trying to accommodate two groups of 600-900+ for the same meals.

- Additional serving lines were implemented from 4 lines to 5 for the largest groups.

Did the improvements have the impact that was planned?

- Yes. Customer feedback received from the Summer 2010 conference season impacts the planning and improvement decisions for Summer 2011. Customer satisfaction with the dining times improved from Su10 to Su11, and the more streamlined schedule for camps/Orientations helped increase conference availability. The conference program, including Orientations, hosted 20% more attendees in Summer 2011.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Summer Conferences
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. Grow the Summer Conference Program in size as well as revenues

2. Improve communication between departments and across campus with regards to conference planning

3. Improve customer service for each conference

How did the department assess the extent to which it achieved these results?

- Growth is measured by total number of conference attendees, total number of meals served, total number of bed nights, and total invoiced revenues.

- Customer Service surveys are sent to each conference director in order to evaluate and make recommendations for the future. Su11 Surveys were distributed between July 31, 2011 and August 14, 2011.

What improvements were implemented in your department based on analysis of the assessment results?

The following improvements were made to the Summer Conference Program:

- In an effort to promote efficiency and sustainability invoices are now e-mailed as PDF attachments.

- Assessment surveys are now sent with the invoice shortly after the conferences end.

- Follow-up phone calls are made to conference directors after departure to attain more detailed information about the conference experience.

- An internal Summer Conference ListServ was created to improve efficiency of communication between departments in regards to changes, announcements, and issues related to summer conferences.

- Hiring process for summer conference employees was formalized to include written application and in-person interview.

Did the improvements have the impact that was planned?

- Yes. Creating electronic invoices increased the speed of payment for most invoices and allowed for a clear paper trail with read receipts on e-mails to track date and time of invoices sent. The electronic assessments increased our feedback response rate by 5 times. The internal summer conference ListServ decreased the amount of time it took to notify individuals of changes and decreased the human error in copying 20-40 people. Numbers for campers and check-ins were able to be disseminated quickly and streamlined the invoicing process since everybody involved was working with the same numbers. The formal hiring process for interviewing and evaluating conference candidates has allowed for early marketing of the positions and subsequently pushed the staffing process from March/April to January/February which allows the conference coordinator to plan out shift assignments and staff matching before the pre-conference rush.

Division/College/School	**Business and Finance**
Area *(if applicable)*	**Auxiliary Enterprises**
Department *(if applicable)*	**Business and Auxiliary Services – Summer Conferences**

Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. Grow the Summer Conference Program in size as well as revenues

2. Improve communication between departments and across campus with regards to conference planning

3. Improve customer service for each conference

How did the department assess the extent to which it achieved these results?

- Growth is assessed by total number of conference attendees, total number of meals served, total number of bed nights, and total invoiced revenues.

- Customer Service surveys are sent to each conference director shortly after their departure in order to evaluate and improve for the future.

- Customer feedback was also obtained through phone conferences and e-mail exchanges with customers during and after their conference stay.

What improvements were implemented in your department based on analysis of the assessment results?

The following improvements were made to the Summer Conference Program:

- Summary Sheet was added to information sent to all ListServ subscribers allowing for a quick easy to read overview of the conferences for high level information.

- All summer conference assistants are now University of West Georgia current or incoming students.

- Students are given mid-summer evaluations to identify strengths and weaknesses and provide feedback on performance in time for the students to make adjustments and improve.

- Auxiliary marketing developed and implemented Summer Conferences Website to increase exposure and information to potential clients.

- Summer conference brochure was also designed for marketing the venues available.

Did the improvements have the impact that was planned?

- Yes. Adding the Summary Sheet to the information that is sent out on the ListServ improved efficiency of communication, especially in regards to Facilities and Housing. Department Managers were able to clearly see which groups where checking in or out each week and the size of the camp or conference without having to sift through logistical details. Detailed information was also distributed and covered in meetings, but for many departments the Summary became the most useful tool in planning out staffing as it provided an expanded view of each week.

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- Yes. Changing Conference Assistant hiring procedures to only include University of West Georgia current or incoming students aided in overall maturity of the conference staff. There was also more of an emphasis on the ambassador role that the conference staff played for the attendees at the camps.

- The mid year evaluations allowed for student development in between peak camp times. All students showed performance improvement and better teamwork after the evaluations. No assistants were released from their duties during Su12 voluntarily or involuntarily as opposed to 4-5 in Su11.

- The marketing website and brochure implemented at the end of Su12 has increased potential conference interest especially with Atlanta area civic and religious organizations. Percentage of new business generated will be evaluated after the conference season as additional conferences generally add late in the spring and potential conferences may cancel prior to arrival.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Vending
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. The goals of Auxiliary Vending are to provide an assortment of popularly requested items, along with healthy options, both in beverages and snacks.
2. The goal for laundry vending is to make optimally-operating laundry equipment available to the student, all at the lowest possible cost.

How did the department assess the extent to which it achieved these results?

- Our Auxiliary Services Customer Relations & Marketing Intern conducted an audit of Beverage, Snack and Laundry vending machines on campus; to see if they were working properly. Areas needing adjustments were addressed and corrected by our vendors.
- Additionally, Our Customer Relations and Marketing intern conducted surveys on campus to get satisfaction level feedback from Faculty, Staff and Students regarding campus vending product offerings. This effort in conjunction with the vendor's own research helped us work together to identify customer desires.

What improvements were implemented in your department based on analysis of the assessment results?

- All three vendors revisited their vending machine preventative maintenance schedule and process.
- The vendor's also developed "planograms". Based on research mentioned above, that laid-out specific product offerings by vending location so that they could more consistently meet customer needs.

Did the improvements have the impact that was planned?

- Yes. Satisfaction, as observed by sales and follow-up surveys, indicated that the customers were more

satisfied with the improved product offerings and that vending equipment improved in reliability.	

Division/College/School	**Business and Finance**
Area *(if applicable)*	**Auxiliary Enterprises**
Department *(if applicable)*	**Business and Auxiliary Services – Vending**
Reporting Year	**2012 (Su11-Sp12)**

What were your expected outcomes (Goals) for this year?

1. Continually evaluate and monitor UWG's beverage, snack and laundry vending, and copy and print services, to better serve the needs of the students, faculty, staff and guests, and to enrich the education experience of our students.
2. Give consideration to a stand-alone alternative print solution that would offer more printing options campus wide, including self-serve color printing.
3. Continually monitor outside solicitation requests in consideration and protection of the university's best interest

How did the department assess the extent to which it achieved these results?

- Buffalo Rock uses MIE's Easy Tracks a vending software program to monitor machines in service to determine service frequency and sales on products.
- Each year Auxiliary Services administers a customer service survey. The Auxiliary Services Customer Relations and Marketing Intern administered the vending survey between the dates of January 30, 2012 - February 13, 2012

What improvements were implemented in your department based on analysis of the assessment results?

- Buffalo Rock is consistently meeting the two hour response time for service calls.
- Buffalo Rock conducts periodic preventive maintenance on all UWG vending machines**.**
- Coca-Cola has donated re-cycling containers for campus use.
- To enhance satisfaction with current snack machines, Buffalo Rock is researching the feasibility of installing credit card readers on their machine and working with a new program that can better provide the right product and quantity for each individual machine.
- To increase the value of products offered, Buffalo Rock is considering monthly promotional sale.
- To increase the value of beverage products, Coca-Cola will clearly advertise prices on their machines and track sales to identify product offerings

Did the improvements have the impact that was planned?

- Somewhat. Buffalo Rock created a marketing promotion in increase student involvement and sales. We did not notice a notable increase in vending sales with the promotion. However, we did see an increased awareness of Auxiliaries involvement with Vending and the students who did participate in the promotion expressed appreciation and excitement over the prizes offered by Buffalo Rock.

Division/College/School	Business and Finance
Area *(if applicable)*	Auxiliary Enterprises
Department *(if applicable)*	Business and Auxiliary Services – Vending
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. Continually evaluate and monitor UWG's beverage, snack and laundry vending, and copy and print services, to better serve the needs of the students, faculty, staff and guests, and to enrich the education experience of our students.
2. Evaluate the 1st year of the new Coca Cola Contract.
3. Bid out and award new Snack Vending Contract.

How did the department assess the extent to which it achieved these results?

- Buffalo Rock uses MIE's Easy Tracks a vending software program to monitor machines in service to determine service frequency and sales on products.
- The Coca-Cola contract was reviewed continuously.
- Each year Auxiliary Services administers a customer service survey. The Auxiliary Services Customer Relations and Marketing Intern administered the vending survey between the dates of January 30, 2013 - February 13, 2013.

What improvements were implemented in your department based on analysis of the assessment results?

- The Coca-Cola contract was continually evaluated and funding was altered significantly from the previous contract to allow students to receive more value from our partnership with Coca Cola. The contract now has greater flexibility in use of promotional funding allowing for coke funded giveaways, prizes, and handouts for students. Off campus promotional events sponsored by coke partners were held throughout the academic year.
- Buffalo Rock was awarded the snack contract.
- Bid changes for this contract include more products given to the University to increase student involvement, increased commission percentage, enhanced marketing for healthier options.
- MacGray was contracted to implement and maintain LaundryView in response to student feedback. This system will go into effect in Fall 2013.

Did the improvements have the impact that was planned?

- Yes. Laundryview Implementation has decreased service calls for laundry facilities and response time for service tickets.
- Yes. The contract changes for snack and beverage vending has increased the value of those contracts directly to students through increased free product for student events, discounts at Atlanta area attractions and sporting events, and vendor support of recycle and marketing programs on campus.

Division/College/School	Business and Finance

Area *(if applicable)*	Budget Services
Department *(if applicable)*	Budget Services
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. Provide the university community with the annual budget information prior to July 1 to aid in management decision making, enrollment planning, and academic offerings.
2. Establish accurate and consistent revenue and expenditure reporting and monitoring to aid departments in good stewardship of the university's resources as we achieve "destination" status.
3. Assist the office of Sponsored Research in expanding the grant and research activities of the university and maximize the use of the resources received.
4. Cultivate a continuous improvement culture within the Budget Services department that promotes service excellence while achieving efficiency, effectiveness and economy.

How did the department assess the extent to which it achieved these results?

- *Provide the university community with the annual budget information prior to July 1 to …..*
  New-year budget data was available on the website in May with department-specific data distributed to Budget Managers.
- *Establish accurate and consistent revenue and expenditure reporting and monitoring to aid ….*
  Revenue and expenditure reporting aids were provided through the creation of new forms and the addition of website tools. Monthly budget manager meetings, hands-on training sessions, and fewer phone calls provided additional assessments on the achievement of results.
- *Assist the office of Sponsored Research in expanding the grant and research activities of the …..*
  Increased information sharing between Sponsored Research and Budget Services noted by fewer questions, phone calls, follow-up contacts, and the accuracy of data.
- *Cultivate a continuous improvement culture within the Budget Services department that promotes ….*
  Assessment achieved through a combination of additional website updates, additional forms, increased training sessions, increased accuracy of data, and fewer questions, phone calls, and follow-up contacts.

What improvements were implemented in your department based on analysis of the assessment results?

During the past year, the department website has improved significantly due to additional resources provided by the Vice President of Business and Finance. These efforts have positively impacted the assessment identified above by updating budget information, providing training material, and improving information sharing.

- Forms used for budget processes occurring throughout the year and the accompanying instructions are now on the website. This includes budget amendments, new department requests and personnel action requests.
- Further additions this past year include: Annual Reports; faculty contract preparation and summer faculty payroll deadlines; Budget Development calendar; department chart string information; and staff information.
- For the first time, the new-year budget data was available on the website prior to July (in May) with department-specific data distributed to Budget Managers.
- A much needed "Frequently Asked Questions" section has been added. Currently it covers Position Management and Budget information.
- The creation of a "Budget Management Tools" aid on our website just began starting with information about fringe rates and pay groups. In the future we envision it containing assistance with budget reconciliations, how-to obtain formation from PeopleSoft Financials, position management tracking, and budget monitoring.
- A hands-on training lab for PARs, our most troublesome document from an accuracy stand point, is offered monthly.
- The coordination of information sharing and ensuring processes are maintained and efficient is still being worked through with the transition of post-award to ORSO occurring at the end of April.

Did the improvements have the impact that was planned?
• Yes. The creation of the "Frequently Asked Questions" section of our website is a good example. Each staff member contributed to this project re-writing answers as needed over several months. The project was developed in coordination with the campus budget managers. We've received very positive feedback. A second achievement is the on-line PAR. Staff may now complete the form on-line and save it. The added benefit is the ability to reuse the form for changes in a person's employment without re-entering all the data—just a few of the fields need to be changed. This was created in conjunction with Payroll/ Human Resources and special assistance from Kimily Willingham in the former College of Arts and Sciences and Mellonee Blumenberg in ITS.

Division/College/School	Business and Finance
Area *(if applicable)*	Budget Services
Department *(if applicable)*	
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?
1. Provide the university community with the annual budget information prior to July 1 to aid in management decision making, enrollment planning, and academic offerings. 2. Maintain accurate and consistent revenue and expenditure budget monitoring to aid departments in good stewardship of the university's resources as we achieve destinationstatus. 3. Develop more on-line management tools for manager with implementation of I-Strategy (budget monitoring report) and ePAF (electronic position management/payroll requests). 4. Continue to cultivate a continuous improvement culture within the Budget Services department that promotes service excellence while achieving efficiency, effectiveness, and economy.

How did the department assess the extent to which it achieved these results?
• *Provide the university community with the annual budget information prior to July 1 to aid ….* New-year budget data was available on the website prior to the date specified with department-specific data distributed to Budget Managers. Assessment on the effectiveness of this information can be measured from fewer phone call transactions and the quality and timeliness of budget data. • *Maintain accurate and consistent revenue and expenditure budget monitoring to aid ….* A monthly budget monitoring report was created for the Vice President for Business and Finance. • *Develop more on-line management tools for manager with implementation of I-Strategy …* Expansion of the on-line Budget Management Tool website that include these strategies and be accessed from the following link: http://www.westga.edu/budget/index_16483.php • *Continue to cultivate a continuous improvement culture within the Budget Services department ….* Assessment achieved through a combination of additional website updates, additional forms, increased training sessions, increased accuracy of data, and fewer questions, phone calls, and follow-up contacts.

What improvements were implemented in your department based on analysis of the assessment results?
• The creation of a "Budget Management Tools" aid on our website has expanded significantly to include "how-to" for accessing data and reports in PeopleSoft financials, budget reconciliation aids, and position management data. • A Monthly budget monitoring report was created for the Vice President for Business and Finance. • A Monthly budget monitoring report was created for the Auxiliary units in a "for profit" format to include

	monthly comparisons to prior the year.

Did the improvements have the impact that was planned?

- Yes. The expansion of the budget management tools provided and the continued information sharing at the monthly Budget Managers' meetings, is providing departmental information sooner than in prior years and with less errors. Budget Services staff needed to adjust work assignments and process calendars to accommodate this unexpected good fortune particularly regarding year end close-out and New Year setup which occurs simultaneously. This is a good thing!

  Additions to the Budget Services website include:
- Budget data for FY10 through FY12 -   http://www.westga.edu/budget/index_12819.php
- The variety of supporting materials for Budget Manager- http://www.westga.edu/budget/index_16483.php
- Monthly budget monitoring report continues to be provided each month. See an example attached.

Division/College/School	Business and Finance
Area *(if applicable)*	
Department *(if applicable)*	Budget Services
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. To provide the university community with the annual budget information prior to July 1 to aid in management decision making, enrollment planning, and academic offerings.
2. Maintain accurate and consistent revenue and expenditure budget monitoring to aid departments in good stewardship of the university's resources as we achieve destinationstatus.
3. Develop more on-line management tools for manager with implementation of I-Strategy (budget monitoring report) and ePAF (electronic position management/payroll requests).
4. Continue to cultivate a continuous improvement culture within the Budget Services department that promotes service excellence while achieving efficiency, effectiveness, and economy.

How did the department assess the extent to which it achieved these results?

- *Provide the university community with the annual budget information prior to July 1 to aid ….*
  New-year budget data was available on the website prior to the date specified with department-specific data distributed to Budget Managers. Assessment on the effectiveness of this information can be measured from fewer phone call transactions and the quality and timeliness of budget data.
- *Maintain accurate and consistent revenue and expenditure budget monitoring to aid…*
  Assessments based on quality and timeliness of updates to Budget Services website for budget data, document processing time, and the number of corrections required to budget requests.
- *Develop more on-line management tools for manager with implementation of I-Strategy …*
  Assessments based on quality and timeliness of updates to Budget Services website for budget data, the number of corrections required to budget requests, the number of complaint regarding timeliness, suggestions for improvements, and areas of consistent questions.
- *Continue to cultivate a continuous improvement culture within the Budget Services department that ….*
  Assessment achieved through a combination of additional website updates, modification of forms, increased training sessions, increased accuracy of data, and fewer questions, phone calls, and follow-up.

What improvements were implemented in your department based on analysis of the assessment results?

- Continued to expand the "Budget Management Tools" on the department's website by adding instructions for how to determine balance remaining in agency accounts and administrative overhead from financial aid grants. We received numerous questions regarding this activity.
- Introduced the "Microsoft Excel Tips" topic in the monthly Budget Managers' meeting. An example of topics

- covered included pivot tables and spreadsheet functions such as date controls, ifERR functions, simple edit controls, and data validation for form creation. The meeting minutes and Excel tips are posted on the department's website.
- Added an auto-fill feature on the annual budget development worksheets to improve analysts' prep time. Additionally added actual spending data for departments to use in making next year's budget decisions.
- The staff member working on the iStrategy implementation moved to another department and this project was put on hold until new person hired and trained.

Did the improvements have the impact that was planned?

- Yes. Improved auto-fill feature of the annual budget development worksheets saved analysts approximately 2 weeks of prep time.
- Yes. Due to the continued improvement of processes, training, and information sharing between the Office of Budget Services and departments, information requests are responded to on-time and document processing is occurring more timely.
- Yes. The implementation of the "Excel Tips" portion of the Budget Managers' meeting has strengthened the office's working relationship with departments across campus and supports our goal of excellent customer service by assisting departments in improving their abilities in fiscal management.
- Somewhat. One of the goals for last year was the implementation of an electronic PAR program titled ePAF supported by the University System of Georgia. Due to the limits of the program's capabilities and the resources required to alter the program to our needs, the implementation was abandoned. Although we invested 9 months of planning time in the product, we can use some of what was developed to aid us in a new approach we are undertaking in FY2013-14 to provide the same document.

Division/College/School	Business and Finance
Area *(if applicable)*	Campus Planning & Facilities
Department *(if applicable)*	Campus Planning and Facilities (Consolidated report including Facilities, AEC, and Risk Management)
Reporting Year	2011 (Su10-Sp11)
What were your expected outcomes (Goals) for this year?	

1. Develop and implement innovative designs to improve RPG by   repurposing existing learning environments (i.e. classrooms, lecture halls, library) to support a range of teaching modalities & flexibility for evolving pedagogy.
2. Develop, implement and maintain methodologies (e.g. BPR, SOP, and Six Sigma) for continuous improvement of critical operations in Campus Planning & Facilities.
3. Update the Capital Improvement Plan (CIP) to ensure that it meets the needs of the institution.
4. Incorporate Enterprise Risk Management template into FY11 strategic goals and objectives of Campus Planning & Facilities.
5. Continue to refine the Campus' architectural design standards and aesthetics that unify the campus by creating facilities that represent open, airy and flexible social spaces.
6. Conduct due diligence to prepare for the deliviery of additional housing and dining facilities using public-private venture (PPV) delivery.

How did the department assess the extent to which it achieved these results?

- *Develop and implement innovative designs to improve RPG by   repurposing existing learning ….*
  Methodologies included: stakeholder needs assessment, environmental scanning, faculty interviews, architect design charettes.
- *Develop, implement and maintain methodologies (e.g. BPR, SOP, and Six Sigma) for …*
  Assessment tools for continuous improvement included evaluation of workflow process and standard

operating procedures by internal and external stakeholder, review of policy requirements at university and system level, feedback from campus constituent through structured (surveys, focus groups) and unstructured (email, ad hoc meetings) means and application of six sigma principles.

- *Update the Capital Improvement Plan (CIP) to ensure that it meets the needs of the institution.*
CIP development required analysis of Facility Condition Assessments, work order repair histories, findings of building inspections, and a structured annual needs assessment process initiated by CP&F each fall.
- *Incorporate Enterprise Risk Management template into FY11 strategic goals and objectives …*
Risk assessment was conducted utilizing a Risk Modeling template.
- *Continue to refine the Campus' architectural design standards and aesthetics that unify the ….*
Assessment methods included review of current design standards be internal architectural staff and design professionals, analysis of performance standards utilizing repair history data and interviews with internal maintenance professionals, environmental scanning of best practices, and evaluation of manufacturers data for performance characteristics.
- *Conduct due diligence to prepare for the deliviery of additional housing and dining facilities using….*
Principle assessment tools for development of the housing and dining due diligence included stakeholder meetings, consultation with a design firm to complete a comprehensive study, conducting a housing and dining market study, and collaboration with the USG Board of Regents staff to determine the most effective method to finance and deliver the project.

General Assessment Tools for Campus Planning & Facilities:
- Malcolm Baldrige Criteria - The seven categories (i.e. Leadership, Strategic Planning, Customer Focus, Measurement Analyses, Workforce Focus, Process Management, Results) continue to be the foundation applied in the development of CP&F annual goals, departmental goals, and strategic planning.
- SOP - Used to document procedures that are finalized in BPR and Six Sigma methodologies.
- Organizational Trust Surveys: An annual assessment used in determining employee perceptions within the CP&F organization. Measurements are monitored in the areas of respect, empowerment, commitment, contentment, caring, expectations, communications, and training. Additional categories were added this year to measure teamwork, customer service and performance management.
- Business Process Redesign (BPR) A performance improvement template that allow cross-functional teams to focus on process identification, non-value added steps, and where efficiencies can be attained.
- Annual Customer Satisfaction Assessments: Electronic assessments are conducted during the 2nd quarter for all three CP&F areas that provide critical feedback on customer service, efficiency, and effectiveness. The surveys also provide customers with important information on the scope of services that are provided.
- Work Information Center Customer Survey - An electronic survey that is automatically distributed for each work order that measures employee customer service skills, employee response time, work order efficiency, and work order effectiveness. Of the 20,705 work orders surveys distributed in FY2011, 4.95% were completed with ratings exceeding a level 9 on a rating from 1-10.
- Building Inspections: Inspections were performed by the staff of RM/EHS in all of the 65 scheduled buildings during the 18 month schedule for FY11 documenting, reporting and following up on the discrepancies as required.   The inspections provide an objective viewpoint and comprehensive analyses of internal and external conditions as well as risk and safety concerns.

- Comprehensive Loss Control Program (CLCP) - Working through the CLCP requirements allowed RM/EHS to perform numerous risk assessments and work with other departments to initiate change and reduce risk. Throughout the year, RM/EHS marketed the CLCP through the UWG daily report, our Newsletter Due Diligence and created numerous programs in support of the CLCP program.

What improvements were implemented in your department based on analysis of the assessment results?
- Implemented a more collaborative approach working with academic stakeholders and designers to develop

- new innovative spaces for in- and out-of-classroom learning and study spaces. Spaces included library learning commons and several problem-based learning (PBL) classrooms that promoted student engagement, collaboration, and peer-based pedagogy.
- Business process redesign (BPR) revealed additional organizational, communication, and process needs within the organization. Ongoing improvements have been implemented to focus departmental efforts in support of the University's strategic plan.
- Following development of the Capital Improvement Plan for the Board Of Regents, it became clear that no capital funds would be forthcoming in the near term. This in turn resulted in reassessment of facilities priorities and identification of alternative funding sources to help meet the ongoing needs of campus.
- Due diligence for the Housing and Dining project was successfully completed, and the project was initiated

Did the improvements have the impact that was planned?

- Yes. The improvements in the Library included a number of significant changes that increased the library door count by more than 100% during the first semester of operation. The PBL classrooms had mixed results, with the most successful classrooms being those that did not rely on proprietary technology.
- To Be Determined. While progress was made on improving CP&F business processes, many more issues were uncovered as needs and issues were identified. It became clear that a multi-year program would be needed to reach the desired level of effectiveness. It was also determined that additional assessment tools would be required.
- Yes. Through a needs assessment and prioritization process, a year-end spend-down plan was developed. Institutional funding was made available to address a number of pressing facility and infrastructure needs, including data center upgrades, campus paving and concrete, HVAC systems replacement, roof replacements, and a number of other projects.
- Yes. Early indicators show that the housing and dining project will be successful.   Due diligence submittals to BOR have met with approval.

Division/College/School	Business and Finance
Area *(if applicable)*	Campus Planning & Facilities
Department *(if applicable)*	Campus Planning and Facilities - Administration
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. Work collaboratively and aggressively to achieve cost, schedule, and program objectives for the University Housing and Dining Projects (phases 1 & 2); ensure that the terms of the pro formas are met and facilities are opened on schedule.
2. Complete a space inventory and utilization study for the campus, to include assessment of all space for FICM codes 100 through 600.
3. Improve the campus visual identity by creating a "First impression" initiative and enhancing campus "curb" appeal for prospective students, guest, and first time visitors.
4. Improve project workflow and information reporting for capital construction and renovation projects.
5. Align AEC with workload demands, with an emphasis on serving the University Community and actively advancing its strategic objectives.
6. Develop a long-range life-cycle model for quantification and prioritization of future maintenance and renewal, leading to a more sustainable campus.
7. Develop technology tools to assist in the planning and management of critical campus assets.

How did the department assess the extent to which it achieved these results?

- *Work collaboratively and aggressively to achieve cost, schedule, and program objectives for ….*

A comprehensive needs assessment was conducted by the project team that engaged a representative cross section of university stakeholders. Campus design standards were applied, and construction submittals for products and systems were evaluated by staff architects and engineer, and by Design Professionals.Project budget and schdule were evaluated during weekly project meetings to ensure compliance with the project plan.

- *Complete a space inventory and utilization study for the campus, to include assessment of all …*
A total space inventory was created and validated utilizing state records, university databases, AutoCAD files, and department-verified data collection forms. The University and consultant waled through every space to verify use codes, assignment, and capacity for each space. Utization standards were evaluated by comparing UWG space data to a database of peer institutions and adjusted to meet UWG conditions and objectives.
- *Improve the campus visual identity by creating a "First impression" initiative and …*
Assessment for this initiative included qualitative evaluation and visual inspection by staff landscaping professionals and departmental leaders. Existing conditions were benchmarked against desired results in order to develop a prioritized project list.
- *Improve project workflow and information reporting for capital construction and renovation projects.*
Workflow/Workload Goals: CP&F relied on feedback from campus constutuents, project status reports, and project schedul/budget data to assess the success of process and organizational improvements.
- *Align AEC with workload demands, with an emphasis on serving the University Community and …*
Primary assessment tools included weekly progress reports by each project manager, time and effort analysis, weekly one-on-one meetings, weekly staff meetings, and a project tracking database.
- *Develop a long-range life-cycle model for quantification and prioritization of future maintenance …*
This goal was deferred due to organizational restructuring.   No assessment tools were developed.
- *Develop technology tools to assist in the planning and management of critical campus assets.*
Pre-assessment includes review of existing workflows and SOP's, output from previous business process redesign (BPR) projects, and evaluation of date required to support unit objectives.   Criteria are established to prioritize potential technology-assisted workflows, and potential software solutions are identified and evaluated for alignment with workflow, data, and reporting needs.

General Assessment Tools for Campus Planning & Facilities:
- SOP - used to document procedures that are finalized in BPR and Six Sigma methodologies.
- Organizational Trust Surveys - An annual assessment used in determining employee perceptions within the CP&F organization. Measurements are monitored in the areas of respect, empowerment, commitment, contentment, caring, expectations, communications, and training. Additional categories were added last year to measure teamwork, customer service and performance management.
- Work Information Center Customer Survey -An electronic survey that is automatically distributed for each work order that measures employee customer service skills, employee response time, work order efficiency, and work order effectiveness. Of the 20,154 work order surveys distributed in FY2012, all but a limited few werecompleted with ratings exceeding a level of 9 on a rating scale from 1- 10.

- Building Inspections - Inspections were performed by the staff of RM/EHS in all of the 65 scheduled buildings during the 18 month schedule for FY12 - documenting, reporting and following up on the discrepancies as required. The inspections provide an objective viewpoint and comprehensive analyses of internal and external conditions as well as risk and safety concerns.

What improvements were implemented in your department based on analysis of the assessment results?
- The space utilization study completed in May 2012 allowed us to validate our space inventory and analyze

the utilization of instructional and office space. This ongoing process allows the University leadership to make well-informed decisions about space needs and allocation.

- The Organizational Trust Survey was administered to all CP&F employees in February 2012. Employees from the work areas that comprise CP&F were provided with time during the work day to complete the survey and offer their suggestions for improvement.
- The Housing and Dining Project, Phase 1, was completed on time and well under budget. Phase 2 Due diligence was completed ahead of schedule, and benefitted from lessons learned from the implementation of phase 1.
- Significant campus landscape improvements were completed, as well as repairs and renewal of roadways, pedestrian walks, and parking areas.

Did the improvements have the impact that was planned?

- Yes. The Space Study was immediately found to be invaluable as a resource to better understand allocation and use of campus space. The completion of the study also cleared the way to move forward with the campus master plan update.
- Yes. The Organizational Trust survey findings provided valuable feedback for departmental leadership to promote a culture of trust in the organization, and provided a foundation to further improve the methodology of this survey.
- Yes. The process improvements that we developed during Phase 1 of the Housing and Dining project proved to be invaluable as we delivered the much more complex Phase 2 during FY13.   The process resulted in a Building Standards document, leading to more efficient delivery of Phase 2.
- Yes. The ongoing building inspection program (http://www.westga.edu/cpf/index_2125.php) provided valuable information regarding safety and general condition of our facilities. This program has allowed us to make necessary corrections and improvements to our facilities, ensuring that an appropriate standard of care is maintained.

Division/College/School	Business and Finance
Area *(if applicable)*	Campus Planning & Facilities
Department *(if applicable)*	Campus Planning and Facilities - Administration
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. Complete the University Master Plan Update.
2. Facilitate a comprehensive campus space inventory and space utilization analysis.
3. Develop and implement automated systems to improve project throughput and more effectively manage campus facilities and infrastucture.
4. Implement a plan to spend down FY11 - FY13 MRR allocations before December 2013.
5. Complete the East Village Housing and Dining Project within budget and on time for occupancy in Fall 2013.
6. Complete the School of NursingProject within budget and on time for occupancy in Fall 2013.
7. Complete all due diligence and obtain BOR approval for the Newnan Hospital Redevelopment Project.
8. Facilitate the completion a comprehensive Capital Improvement Plan (CIP) for the University on the timetable to be determined by BOR Real Estate and Facilities staff.

How did the department assess the extent to which it achieved these results?

- *Complete the University Master Plan Update.*
  Multiple iterations and drafts of the Master Plan were reviewed by the Master Plan Committee and key leadership roles. Accurate and validated space inventory and utilization metrics, enrollment data, and IR factbook data were remitted to the architect for inclusion in the plan.

- *Facilitate a comprehensive campus space inventory and space utilization analysis.*
  Every space on campus (assignable and non-assignable) was measured, either physically or in AutoCAD. Space use codes were validated by visiting every space, and the results were vetted via college and departmental contacts. Space utilization analysis was performed by a credentialed space management consultant based on multiple criteria. System-level space utilization study by BOR staff was correlated to university data.
  Office utilization and capacity studies, classroom condition assessments, classroom optimization studies, and campus space standards were developed and benchmarked against system data and standards.
- *Develop and implement systems to improve project throughput and more effectively manage ….*
  Retained a qualified consultant to develop a campus-wide GIS system, accurately mapping campus assets and infrastructure and assessing the condition of campus infrastructure. Mapping was based on an orthographically rectified high resolution aerial photographs linked to state plane coordinates utilizing multiple point ground control. Utility location data were collected in three dimensions using high accuracy GPS location equipment and linked to graphic objects via an attribute database.
  Conducted a campus-wide Facilities Condition Assessment on all major E;G buildings utilizing a qualified engineering consultant approved by the BOR staff. A system-by-system assessment was conducted in each building, and benchmarked against life cycle standards. Findings were delivered in individual building reports, as well as a campus summary report and web-based database for future reporting and analysis.
  Implemented e-Builder, aweb-based construction management software product to increase productivity and accountability for delivery of campus projects.
- *Implement a plan to spend down FY11 - FY13 MRR allocations before December 2013.*
  Developed an MRR tracking and reporting spreadsheet to monitor annual allocations, committments, and reimbursement. Voluntarily submitted spend-down plan to BOR staff demonstrating that all allocated funds will be fully committed and submitted for reimbursement by December 2013.
- *Complete the East Village Housing and Dining Project within budget and on time for occupancy in Fall 2013.*
  Meeting minutes and supporting documentation for over 200 scheduled meetings during the life of the project.
  Weekly and monthly reports reporting on project progress, including schedule and budget.
  Monthly payment documents with accompanying schedules of value.
  Project management documents, including PCO logs, change orders, ASI's, submittal logs, issue logs, etc.
  Project closeout documents and training sessions for maintenance personnel.
- *Complete the School of Nursing Project within budget and on time for occupancy in Fall 2013.*
  Meeting minutes and supporting documentation for over 200 scheduled meetings during the life of the project.
  Monthly reports reporting on project progress, including schedule and budget.
  Monthly payment documents with accompanying schedules of value.
  Project management documents, including PCO logs, change orders, ASI's, submittal logs, issue logs, etc.
  Project closeout documents and training sessions for maintenance personnel.
- *Complete all due diligence and obtain BOR approval for the NEwnan Hospital Redevelopment Project.*
  Performed a feasibility study using a qualified architectural firm (Cooper Carry). Study was a collaborative cross-disciplinary effort that involved our most knowledgable individuals from Academic Affairs, Business and Finance, the Newnan instructional site, school of nursing, facilities, facilities assessment professionals, engineers, estimators, and students. Conducted and documented due dilingence in conformance with BOR requirements.
- *Facilitate the completion a comprehensive Capital Improvement Plan (CIP) for the University on …*
  Utilized Facilities Condition Assessment data from the 2012 study.
  Reviewed records of previous capital requests, and called for new requests from each divisional VP.

Proposed project list was vetted and prioritized by senior leadership. and measured against relevance to the strategic plan and Complete College Georgia.

What improvements were implemented in your department based on analysis of the assessment results?

- Phase 2 of the Housing and Dining Project was completed on time and well under budget. The post-project assessment and lessons-learned documents from Phase 1 contributed significantly to the success of Phase 2. The Nursing Building was also completed on time and under budget. Lessons we learned from these project successes have become part of our organizational culture, and have contributed to success of many other projects.
- The Facility Condition Assessments and Space Utilization Study caused us to rethink our approach to the annual CIP process. It became clear that emphasis should be placed on renewal and adaptive re-use of existing facilities rather than construction of new facilities.

Did the improvements have the impact that was planned?

- Yes. Delivery of capital projects, large and small, continues to improve in terms of scope, budget and schedule. We have implemented new software solutions to increase the effectiveness of project delivery, and to initiate project review in a timelier manner. Our success in meeting objectives related to data-driven decision-making (FCA's, space utilization, master planning) has been the direct result of our assessment and continuous improvement efforts. We have developed a greater degree of alignment with the university's strategic plan and mission.

Division/College/School	Business and Finance
Area *(if applicable)*	Fac-Const
Department *(if applicable)*	Campus Planning and Facilities – Architecture, Engineering, and Construction Project Services (AEC)
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. To create and deploy a relational database program for collecting and storing all project management and contract management data. Improved reporting and tracking of information related to departmental imperatives and outcomes.
2. Institute a WEB Based GIS and Utility Survey Condition Analysis
3. Set up and implement a comprehensive file storage structure for electronic drawings that make it easier for everyone to access files and identify file content.
4. Update the existing previously approved SOP's for BOR public works contracts to include revised and new procedures: construction contracts with standard operating limits $5K-$50K and construction contracts withfunding limits $50K-1M.
5. Define, determine, develop, and implement a structured annual schedule of continuing education for all AEC staff members that cover a range of topics relevant to the professional performance of our jobs and operational needs of the department.
6. Develop and implement work process flow for structured in-house design production group that can take small projects from programming through closeout and provides project management for self-performed construction work by facilities trades.

How did the department assess the extent to which it achieved these results?

- *To* create *and deploy a relational database program …..*
  BPR - used to assist in the development and improvement of our business processes and procedures. This tool will measure AEC's progress and delineate the path for full completion. AEC will also utilize weekly staff meetings to open the lines of communication to discuss report issues and project specific reporting

problems. Project Status Report used to allocate resources to projects, strategically plan project schedules, provide tracking system for required documentation on contracts, and report to upper management and campus community on project status.

- *Institute a WEB Based GIS and Utility Survey Condition Analysis.*
  Weekly staff meetings - opening communication between administrative staff and project managers to discuss project issues and improvements. Data validation was achieved via aerial survey with ground controls, land survey, GPS locating devices, photo- and video-documentation, review of historical documentation, and visual inspection.
- *Set up and implement a comprehensive file storage structure for electronic drawings …*
  Weekly and monthly staff meetings – opening communication between administrative staff, project managers and leadership to discuss file structure issues and improvements. Industry standard work breakdown structure (WBS) was applied to file structures where appropriate.
- *Update the existing previously approved SOP's for BOR public works contracts to include …*
  BPR - used to assist in the development and improvement of our business processes and procedures. This tool will measure AEC's progress and delineate the path for full completion. SOP's were audited and reviewed for consistency with BOR policies and standards.
- *Define, determine, develop, and implement a structured annual schedule …..*
  Annual performance Evaluation form provided by HR. This form provides guidance for employee improvement and future departmental goals. A comprehensive job description and task evaluation will be performed. This will help AEC better align personnel abilities to project and identify opportunities for improvement in personnel skills.
- *Develop and implement work process flow for structured in-house design…*
  AIM Maintenance Management System – This system will allow facilities to track workflow and work load. Weekly staff meetings - opening communication between administrative staff and project managers to discuss project issues and improvements.

What improvements were implemented in your department based on analysis of the assessment results?

- A relational Access database was created, implemented and tested. Feedback form contract administrators, project managers, and senior leadership were solicited. Software package to manage the relational database for project management, contract administration and accounting will be required before this objective can be realized, as the pilot database proved ineffective or inefficient for management of all project components.
- The web based GIS is in its final stages of implementation. AEC Project Services is reviewing all data for accuracy before making it available to other constituents on campus.
- The entire workflow process for project initiation and approval was evaluated and as a result a BPR was initiated and completed. A new Project Request Form was created and implemented which gives UWG's senior leadership an opportunity to review the scope of work and expected cost of projects before submitting them to AEC.
- As a result of the continuing education objective, it was discovered that a formal development assessment tool is needed. Further investigation is required in order to identify which tool is appropriate for an organization our size. The approach to training was modified, and development goals were incorporated into UWG's HR annual performance appraisal tool.

Did the improvements have the impact that was planned?

- No. Even though a database was created and implemented, the maintenance of it proved to be very labor intensive. As a result, a software package is being studied for managing all project information.
- Yes. A web based GIS system is proving to be more efficient and more capable than expected. We are

looking in to expanding its uses to other aspects on campus (SPCC and CMMS).

- Yes. The project initiation project workflow resulted in more timely and complete project requests from campus units, and resulted in a very effective project prioritization plan for strategic spend-down of year-end funds.
- Somewhat. The needs analysis provided valuable insight on the current capabilities and future needs of professional staff, but a discipline-specific, normalized evaluation instrument should continue to be developed.

Division/College/School	Business and Finance
Area *(if applicable)*	Fac-Const
Department *(if applicable)*	Campus Planning and Facilities – Architecture, Engineering, and Construction Project Services (AEC)
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. Implementation of e-Builder software for collecting and storing all project management and contract management data, improved reporting and tracking of information related to departmental imperatives and outcomes.
2. Complete a WEB Based GIS and Utility Survey Condition Analysis
3. Set up and implement a comprehensive file storage structure for electronic drawings that make it easier for everyone to access files and identify file content.
4. Develop and implement an improved SOP for identification, selection, and delivery of year-end projects that makes effective use of year-end funds while advancing the mission of the University.
5. Develop and implement work process flow for projects within delegated authority that can take these projects from programming through closeout and provides effective project controls and oversight.

How did the department assess the extent to which it achieved these results?

- *Implementation of e-Builder software for collecting and storing all project management and contract…* BPR tools will measure AEC's progress and delineate the path for full completion. AEC will also utilize weekly staff meetings to open the lines of communication to discuss report issues and project specific reporting problems. Project Status Report used to allocate resources to projects, strategically plan project schedules, provide tracking system for required documentation on contracts, and report to upper management and campus community on project status.
- *Complete a WEB Based GIS and Utility Survey Condition Analysis.* Weekly staff meetings - opening communication between administrative staff and project managers to discuss project issues and improvements. Data validation was achieved via aerial survey with ground controls, land survey, GPS locating devices, photo- and video-documentation, review of historical documentation, and visual inspection.
- *Set up and implement a comprehensive file storage structure for electronic drawings that …* Weekly and monthly staff meetings – opening communication between administrative staff, project managers and leadership to discuss file structure issues and improvements.
- *Develop and implement an improved SOP for identification, selection, and delivery of year-end projects …* End of Year project list, used to identify project proposals, probable cost, schedule, and strategic priority. This list will determine the accuracy of campus needs as specified by the campus constituents. Feedback was also requested from department heads, deans and Vice Presidents.
- *Develop and implement work process flow for projects within delegated authority that can ….* e-Builder monthly report. This report allows tracking of critical project metrics (cost, schedule, change orders) per project manager.   Space allocation approval workflow provides data on approved re-allocation

of campus space.

General assessment tools for AEC:

- Monthly budget reviews and reconciliation.
- BOR – Report of architect and engineering contracts and Capital construction project quarterly report.
- MRR allocated expenditures report
- End of fiscal year retain report

What improvements were implemented in your department based on analysis of the assessment results?

- E-Builder was implemented and all current projects and their pertinent information loaded on to it. As a result we were able to automate our internal Change Order approval process. We also standardized the document filing structure for all projects. Project status reports are now generated weekly instead of monthly. In a rapidly changing environment, monthly reports did not allow for necessary response time or adequacy of personnel assignment on new projects.
- The web based GIS was successfully implemented and all utilities on campus inspected for physical condition.
- The file storage and structure for drawings was reviewed. All drawings are to be stored in e-Builder with the corresponding project and access has been granted to PM's and facilities personnel. Access to the current drawings server had been granted to a select few for file integrity purposes. Further evaluation of filing storage structure is on hold until a Planning Analyst is hired.
- Since 2011, the university has taken measures to validate and centrally manage the allocation of instructional and non-instructional space. Requests by departments for additions or changes to university space are administered through a Space Allocation Request (SAR) procedure. Requests are reviewed and approved by the Chief Facilities Officer, Provost, and Chief Business officer to determine appropriate use and allocation of space, and to ensure all changes of use are accurately recorded.

• Did the improvements have the impact that was planned?

- Yes. e-Builder is an innovative project management system designed to manage costs, schedule, and reporting for campus projects. This solution will be fully implemented by June 2013, with fully trained AEC staff and system administrators. e-Builder will provide tools to assist in project analysis and management, as well as contract management. e-Builder has improved effectiveness, efficiency and transparency with our customers.
- Yes. The web based GIS and utility condition analysis identified serious deficiencies in campus utility infrastructure. A 1974 medium voltage cable replacement project was designed and initiated and a 1984 cable replacement is in the design phase. An intergovernmental agreement with the city of Carrollton was executed in order to improve sewer and other utilities on campus identified by the survey as poor or deficient.
- To Be Determined. It was determined only floor plans were to be stored in the existing CPF server. Implementation of the file storage system within e-Builder is in progress, but early indications are that this initiative will improve the availability, security, and flow of critical operational data.
- Yes. Since the implementation of the SAR workflow, AEC has curtailed the amount of space changes without prior notification, and provided the necessary information to update the Banner space codes to current status.

Division/College/School	Business and Finance
Area *(if applicable)*	Facilities and Grounds
Department *(if applicable)*	Campus Planning and Facilities - Facilities and Grounds (F&G)

Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. Complete American Recovery and Reinvestment Act (ARRA) funded project to improve energy consumption throughout the University campus.
2. Reorganization of F&G departments by realigning the existing General Maintenance Shop to enhance operations and ensure appropriate skill sets are utilized.
3. Energy Conservation initiative to continuously monitor and reduce the energy costs throughout the expanding campus.
4. Initiate a Campus Beautification program to enhance areas of campus to include: Library grounds, Townsend Gardens, Stadium Drive and triangle.
5. Initiate a Facility Condition Assessment Program (FCAP) to serve as a basis for the quantification and analysis of deferred and future major replacement and renewal costs for the resident instructional facilities.
6. Improve campus curb appeal.

How did the department assess the extent to which it achieved these results?

- *ARRA funded project*
  F&G analyzed utility bills, surveyed building lighting components in academic buildings and identified those that would benefit from an energy efficient lighting upgrade.
- *Reorganization of departments*
  Existing general maintenance staff will perform as apprentices in skilled trades areas (HVAC, Carpentry, Electrical, Plumbing) thus ensuring training and certification criteria is met for future operations. Value added through this Business Process Redesign (BPR) will provide a clear career path for F&G employees and support of the Universitys goal of providing Facilities in support of the student experience to become a Destination Institution.
- *Energy Conservation initiative*
  Each building is individually metered for electricity, gas and water consumption. Readings are taken monthly and analysised. Three years of data are compared to estabish trends.
- *Initiate a Campus Beautification program*
  Through a subjective review by university leadership, several buildings within campus were selected to have updated landscaping and improvements to aid in the enhancement of the campus curb appeal.
- *Initiate a Facility Condition Assessment Program (FCAP)*
  Hired a firm to evaluate the condition of our buildings to further assess our deferred maintenance and major renewal costs. Worked with our CMMS software vendor to evaluate adding the FCA data to the CMMS system to provide a trackable maintenance review of building components.
- *Improve campus curb appeal*
  Research studies estimate that two-thirds of students choose their college or university because of curb appeal. Quality campus environments help recruit and retain more of the best and brightest students, faculty, and staff.

  ADDITIONAL ASSESSMENTS USED BY FACILITIES AND GROUNDS:
- Staff meetings held daily for supervisors to discuss issues and concerns, as well as to keep each other informed. Each department also has staff meetings weekly to go over objectives, issues and concerns.
- Organizational Trust Surveys - An annual assessment used in determining employee perceptions within Facilities and Grounds and the CP&F organization. Measurements are monitored in the areas of respect, empowerment, commitment, contentment, caring, expectations, communications, and training. Additional categories were added last year to measure teamwork, customer service and performance management.
- Annual Performance Evaluations - Annual evaluations performed by supervision on subordinates allow for two-way communication of job performance and goal expectations.

- Work Information Center Customer Survey -An electronic survey that is automatically distributed for each work order that measures employee customer service skills, employee response time, work order efficiency, and work order effectiveness. Of the 20,154 work order surveys distributed in FY2012, all but a limited few were completed with ratings exceeding a level of 9 on a rating scale from 1- 10.
- Cycle Time Reports showing the length of time taken to complete work orders.

What improvements were implemented in your department based on analysis of the assessment results?

- Lighting upgrades from T-12 fixtures to T-8 fixtures were completed in the Pafford and Humanities classroom buildings with the funds from the ARRA project.
- Through the reorganization, supervisors were able to reclassify the General Maintenance shop, diverting those employees into other skilled shops. Skill sets of the employees were enhanced offering a future career ladder. Work Order and cycle time reports show a reduction in completion times. The value that was added through this process will provide a clear career path for employees in this department and support of the University's goal of providing Facilities in support of the student experience to become a Destination Institution.
- Annual funding is allocated for energy control upgrades, lighting upgrades (using T5/T8 lighting technology), and the commitment to use "low flow" plumbing fixtures.
- Landscaping improvements to Library grounds, Townsend Gardens, Stadium Drive and triangle included creating new seasonal plant beds, creating vibrant outdoor classroom settings, trimming shrubs, planting trees and flowers, and adding pine straw/mulch.
- Purchased the FCA module for the CMMS system to tie in the FCA studies and signed up to participate in a Special Interest Group (SIG) to work on the software redesign.
- Replaced sod in Love Valley, an area highly utilized by student organizations and upgrades were made to the Townsend Garden overlooked by the Ingram Library, Pafford Hall, Boyd Hall and the academic quad.

Did the improvements have the impact that was planned?

- Yes. UWG is experiencing a reduction in energy costs in the facilities where ARRA projects were completed.
- Yes. The value that was added through the reorganization process provides clearer career paths for employees in this department and support of the University's goal of providing Facilities in support of the student experience to become a Destination Institution.
- Yes. BTU's per square foot have been reduced from 6,653.85 (FY11) to 6,004.00 (FY12) due to the energy conservation initiative. Additionally, water consumption data shows a slight decline in water usage. F&G expect to see a decline in cost as investments continue in plumbing infrastructure and lighting upgrades..
- Yes. F&G receives numerous compliments regarding the campus landscape beautification initiative. One of the biggest compliments has been the receipt of the Tree Campus USA award for the last several years. Unsolicited feedback from students, faculty, staff and visitors show improvements are favorable.
- Too soon to tell. Participation in the SIG group is ongoing, and it is unclear whether planned impact will come to fruition.
- Yes. A number of completed projects achieved the desired impact.

Division/College/School	Business and Finance
Area *(if applicable)*	Facilities and Grounds
Department *(if applicable)*	Campus Planning and Facilities - Facilities & Grounds
Reporting Year	2013 (Su12-Sp13)
What were your expected outcomes (Goals) for this year?	

1. Campus Wide Beautification - to enhance the grounds around the following: Murphy Building, Arbor View, Front Campus Drive, and Campus Center.
2. Energy Conservation Initiative - to continue to monitor and reduce the energy consumption throughout the

expanding campus.

3. To continue with the initiative to develop a Facility Condition Assessment Program (FCAP) to serve as a basis for the quantification and analysis of deferred and future major replacement and renewal costs for the resident instructional facilities.
4. To study the possibilities of Wind Harvesting for the campus to further improve utility consumption.
5. To establish a Campus Planning and Facilities (CP&F) Scholarship fund to aid in educational opportunities for employees.
6. To develop the Recycling Initative.
7. To increase campus community's awareness of the Facilities & Grounds (F&G) Department to reduce misdirected, duplicated, and incomplete service requests.
8. To reduce work order cycle times.

How did the department assess the extent to which it achieved these results?

- *Campus Wide Beautification*

Landscape and grounds supervisors annually conduct a subjective assessment of the campus landscape to determine which areas need landscaping upgrades and improvements, beyond day-to-day maintenance activities. Potential projects are assessed on the basis of compliance with landscape standards, maintenance level required, proximity to public or high-use areas, potential for erosion, and overall health and condition.

- *Energy Conservation Initiative*

Each building is individually metered for electricity, gas and water consumption. Readings are taken monthly and tracked to establish trends over time. Comparative analysis is performed by experienced staff between facilities and over previous years values, normalized for variables such as occupancy and heating- and cooling-degree-days (HDD anc CDD).

- *Facility Condition Assessment Program (FCAP)*

An engineering consulting firm (ISES) performed Facility Condition Assessments for targeted facilities based on pre-established engineering methodologies. Building systems and components were identified and assessed based on classification, ange, conditions, and performance criteria. A life cycle cost model was developed for each component or system, and projects were prioritized by category, priority class, and sublass.

- *Wind Harvesting*

Facilities & Grounds installed a weather station and anonometer at the Athletic Complex to monitor and record wind velocity readings to determine future feasibility.

- *CP&F Scholarship Fund*

Feedback from the Facilities & Grounds Organizational Trust survey (an annual assessment used in determining employee perceptions within Facilities & Grounds and the CP&F organization) indicated that the employees requested more training and professional development opportunities for job growth.

- *Recycling Initative (Phase 2)*

The recycling initiative is assessed by measuring the volume or weight of materials that qualify for recycling (cardboard, paper, plastic, aluminum) for a fixed period, and deriving the volume of waste (and related cost) diverted from landfilled waste streams. Program effectiveness is assed by the ratio of time, effort, and cost for management of recycled materials to the waste diversion and management cost savings.

- *To Increase campus community's awareness of the Facilities & Grounds Department's services and work request processes..*

The effectiveness of communication and community awareness efforts is assessed by tracking the quantity of misdirected, duplicated, and incomplete work requests within the Work Information Center (WIC). Timliness and completeness of information contained in requests is also evaluated. After work is completed, additional information is evaluated in survey responses from campus customers who initiated the work request.

- *To Reduce work order cycle times.*

Utilized cycle time reports created by WIC to study efficiencies within the various F&G shops.

ADDITIONAL ASSESSMENTS USED BY FACILITIES AND GROUNDS:
- Monthly Reports - reports are submitted to AVP showing progress made on projects, work orders, goals and BPR's.
- Staff Meetings – held daily for supervisors to discuss issues and concerns, as well as to keep each other informed. Each department also has staff meetings weekly to go over objectives, issues and concerns.
- Annual Performance Evaluations - Annual evaluations performed by supervision on subordinates that allow two-way communication of job performance and goal expectations.
- Work Information Center Customer Surveys - An electronic survey that is automatically distributed for each work order that measures employee customer service skills, employee response time, work order efficiency and work order effectiveness. Of the 17,879 work order surveys distributed in FY2013, all buta limited few were completed with ratings exceeding a level of 9 on a rating scale from 1 - 10.

Work Order Survey Results Comparison of FY12 to FY13 Surveys	Was work complete to your satisfaction?	Was the response time adequate?	Were our employees courteous & considerate?	Did WIC handle your request efficiently?	Number of responses	Number of complete work orders	Response %
7/1/11 – 6/30/12	9.61	9.52	9.68	9.68	1360	20,688	6.8
7/1/12 – 6/30/13	9.60	9.56	9.73	9.75	1186	17,879	6.84

- Business Process Redesign (BPR) - a performance improvement template that allows for cross functional teams to focus on process identification, non-value added steps, and where efficencies can be attained.
- Customer Feedback.
- Face-to-face contact with customers on campus and in the community.

What improvements were implemented in your department based on analysis of the assessment results?

- Improvements were made at Murphy Building, Arbor View Apartments, Front Campus Drive, and Campus Center. Improvements included the redesigned of seasonal plant material, creation of new plant beds, heavy pruning, and the addition of pine straw/mulch around the buildings to provide a fresh appearance.
- Replaced old light fixtures with energy conserving LED bulbs and lower wattage T-8 bulbs to reduce amperage and lower energy consumption. Updated control systems, scheduling holiday and weekend usage to reduce consumption.
- This data is being integrated into an FCA module for our CMMS software (AiM) whereby information from the new FCA reports can be managed through the CMMS system. WIC is participating in a special interest group (SIG) for the module's redesign and upgrade to provide a digital snap shot that will allow F&G to track maintenance issues/life cycles for building components as identified in the FCA reports.
- Reinstated the CP&F Scholarship fund in support of employee education and professional development, and raised over $6,000 toward the $10,000 award goal.

- A new recycle vendor was identified during the second phase. This vendor allows materials (plastic, paper, cardboard & aluminum) to be comingled into a single container making the collection more cost effective. Revenue is also received for materials processed through this new vendor. Current efforts have diverted 112.61 tons away from the landfill as compared to 16 tons from the initial pilot.

- Modified the on-line "Service Request" form to make it easier to use with drop down boxes to reduce errors; Created "QR" code so Service Request Form is now available via a Smartphone or iPad. Reorganized the general maintenance department. Focused on specialized departments (HVAC, Electrical, and Carpentry) thus streamline work orders by eliminating "general maintenance".
- The internal work assignment process was changed to assign work directly to the trade specializing in the work, eliminating the intermediate triage that previously occurred in the maintenance shop.

Did the improvements have the impact that was planned?

- Yes. Due to the campus beautification program, compliments have been received from the faculty and staff via emails and face to face interaction. We continue to be eligible to receive the Tree Campus USA award as we have for the last several years. These projects have been included in marketing publications.
- Yes. Trend data analysis by building over a period of three (3) years, indicate a steady reduction in energy consumption.
- Yes. FCA reports were completed for over one million square feet of space throughout the campus. The Reports identified life cycle for building systems and components, upcoming major capital improvement projects and deferred maintenance.
- Yes. Scholarships have been awarded with successful candidates working toward their educational and development goals.
- Yes. Recycling efforts are now less labor intensive and more materials are being collected. No baling is required. Sustainability efforts are increasing throughout the campus community which can be documented by an increase in Faculty, Staff & Students requesting additional recycling containers for their areas and events; F&G is reducing the impact on the environment and changing culture.
- Yes. Our community outreach gives us more direct contact with our students; WIC receives fewer non-maintenance reports that need to be rerouted to other departments on campus (i.e. ITS, housing).
- Yes. Work order cycle times have been reduced from 5.81 days in FY12 to 3.90 days in FY13. The shops are aware of the different types of work that they are responsible for and can address the issue. The number of Work Order phases (status changes) have been reduced because work orders are now assigned to the correct shop the first time.

Division/College/School	Business and Finance
Area *(if applicable)*	Risk Management/Environmental Health & Safety
Department *(if applicable)*	Campus Planning and Facilities
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. Develop a solid Biosafety and Animal Research program for use in Research and Sponsored Operations.
2. Continue developing SOP's on internal office processes.
3. Continue to improve upon communication process both internal and external to CP&F.
4. Complete publication of the Comprehensive Loss Control Manual, distribute and implement to the campus community.
5. "State of Risk" Report: Develop a method of communicating trend information to senior administration, which includes injuries, accidents, claims, losses and risk identification.
6. Training Modules Renovation: Update current training modules for CY12 and improve the quality and presentation of these modules.
7. Property Inventory: Develop an up-to-date inventory of all buildings and personal.
8. Develop a detailed written occupational health program for implementation in FY13.
9. Develop Job Hazard Analysis for 80% of Facilities job descriptions.
10. Develop a Workers' Compensation reporting matrix to incorporate into a "State of Risk" annual report.

11. Develop reporting tools in EHSA program and implement a campus-wide web-based EHSA program.
12. Develop on-line comprehensive asbestos management program.
13. Develop an environmental management system (EMS) program according to BOR guidelines.

How did the department assess the extent to which it achieved these results?

Outcomes which proposed the development of a Standard Operating Procedure (SOP), program, policy or manual (including goals 1, 2, 4, 8, 12, and 13 above) were assessed according the the following criteria:

- Mandates/imperatives per law, building/occupancy code, insurance requirement, USG System or institutional policy.
- Alignment with the mission, goals, and objectives of USG System, university, and Division of Business & Finance.
- Feasiblity.
- Impact to university community.
- Cost (effort, opportunity, and monetary) and expected results.

Additionally, RM/EHS maintains and utilizes the following "indicator" databases to determine goals.

- DOAS Periodic Loss Control Reports (includes property, liability, and Workers Compensation claims)
- Vehicle Incident Log
- Manifests; Waste shipping records
- Comprehensive Loss Control Self-Evaluation
- Employee Injury Log
- Indoor Air Quality Log
- Building Incident History Database

A number of goals (1, 3, 4, 5, 8, 9, 10) **were dropped** mid-year due to unexpected personnel reductions and changing demands of associated programs. Assessment criteria were not developed for these outcomes.

For the remaining outcomes, assessment criteria were applied as follows:

- *Training Modules Renovation: Update current training modules for CY12 and improve the quality and presentation of these modules.*
  Training modules were assessed per a "technical committee" that evaluated the production quality, and a "content committee" (including Human Resources, ITS, University Counsel, University Police, and an insurance program manager) that evaluated the accuracy and effectiveness of the contents.
- *Property Inventory: Develop an up-to-date inventory of all buildings and personal.*
  Property inventory efforts were evaluated based on the contents of previous year's property inventory and insurance schedule. Property vauations were determined using undustry standard formulae, BLIIP records, an procurement records.
- *Develop Job Hazard Analysis for 80% of Facilities job descriptions.*
  It was determined to be infeasible to develop JHAs for all Facilities' tasks, given the scope of their tasks and activities. JHAs will be developed as-needed per the standard risk management model of probability and severity of injury.
- *Develop reporting tools in EHSA program and implement a campus-wide web-based EHSA program.*
  The effort is currently being assessed based on expected user-friendly operation, ease-of-use, applicability within the context of UWG compliance criteria, and and ROI (time, effort, and capital vs. desired outcomes).
- *Develop on-line comprehensive asbestos management program.*
  Assessment criteria for this system includes: user-friendly operation, ease-of-use, applicability within the context of UWG compliance criteria, and and ROI (time, effort, and capital vs. desired outcomes).
- *Develop an environmental management system (EMS) program according to BOR guidelines.*
  Established BOR guidelines drive the assessment criteria for the EMS based upon EPA EMS Framework and

ISO 14001. RM/EHS will work toward developing core mandates, and will engage the USG community for best practices. As a regulatory effort, it will be assessed per policy standards.

What improvements were implemented in your department based on analysis of the assessment results?

- *Goals:* To reduce the loss of time invested in developing and pursuing goals, RM/EHS amended its goal-planning efforts to give more attention to the pre-assessment process.
- *Training Modules:* To reduce the loss of materials and time invested in creating training modules, RM/EHS created a template for video production, and offered this template to the entire campus.
- *Property Inventory:* To ensure that all insurance schedules are current and accurate, RM/EHS scheduled an evaluative process on its operational calendar, developed a procedure to receive new vehicles, and prioritized property recently-renovated property.
- *JHA's:* To reduce the amount of time in developing seldom-used JHAs, RM/EHS identified critical JHAs, based on injury frequency and probable impact.

Did the improvements have the impact that was planned?

- *Goals:* **Yes.** The result of pre-assessing RM/EHS has reduced the percentage of abandoned, deferred, and modified goals from 75% to 55% in 2013.
- *Training Modules:* **Yes.** By following the template and developing production schedules, RM/EHS reduced the time to modify and produce training videos.
- *Property Inventory:* **Yes.** By introducing an evaluative process to its operational calendar and following the procedure to receive and document new vehicles, RM/EHS has a more-complete inventory of its assets.
- *JHA's:* **Yes.** RM/EHS utilized the critical JHAs in its Workers' Compensation efforts; and did not need any non-critical JHAs to return employees to work in 2013.

Division/College/School	Business and Finance
Area *(if applicable)*	Risk Management/Environmental Health & Safety
Department *(if applicable)*	Campus Planning and Facilities
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. Continue development in standard operation procedures for RM/EHS and assist in developing policies/guidelines for CP&F.
2. Complete publication of the Comprehensive Loss Control Manual.
3. Assist department in creating a shared document server.
4. Update or create five training modules.
5. Create and institute a comprehensive Motor Vehicle Code, including standards for all operations and equipment.
6. Develop a managers / supervisors RTW training module.
7. Develop at least five Job Hazard Analyses (JHA).
8. Research GIS mapping to assist with the implementation of the PRCS Program and the AED Program.
9. Develop reporting tools in EHSA program and implement a campus-wide web-based EHSA program.
10. Develop on-line comprehensive asbestos management program.
11. Develop an environmental management system (EMS) program according to BOR guidelines.

How did the department assess the extent to which it achieved these results?

- *Continue development in standard operation procedures for RM/EHS….*
  Standard Operating Procedures (SOPs) are assigned and evaluated per master SOP list. SOPs evaluated collaboratively through RM/EHS staff meetings while they are in development, and are primarily assessed on accuracy and clarity.
- *Complete publication of the Comprehensive Loss Control Manual.*

(Comprehensive Loss Control Manual deferred per cost/benefit collaborative assessment by RM/EHS staff, and the anticipation that UWG will be developing its own policy structure. UWG has an existing Safety & Loss Control Manual that currently satisfies the institution's needs.)

- *Assist department in creating a shared document server.*
  The shared-drive effort was assessed based on frequency of use and feedback on reduction of the time spent in attempting to obtain information.
- *Update or create five training modules.*
  Training Modules are assessed per a "technical representative" (University Communication & Management) that evaluated the production quality, and a "content committee" (including stakeholders) that evaluated the accuracy and effectiveness of the contents. Many training modules include an assessment instrument (quiz or test) to provide feedback to the trainee and provide documentation of successful completion to the reqpective department responsible for training.
- *Create and institute a comprehensive Motor Vehicle Code, including standards …*
  (Deferred per cost/benefit ratio by Risk Manager. With the staff reduction, RM/EHS was unable to commit the resources to develop a Motor Vehicle Code this year.)
- *Develop a managers / supervisors RTW training module.*
  (Deferred per cost/benefit ratio by Risk Manager and Occupational Health & Safety Coordinator. RM/EHS was unable to develop a Return-to-Work (RTW) training module this year.)
- *Develop at least five Job Hazard Analyses (JHA).*
  Assessed by Risk Manager and Occupational Health & Safety Coordinator, based on frequency of use and loss history trends.
- *Research GIS mapping to assist with the implementation of the PRCS Program and the AED Program.*
  (Reduced per cost/benefit ratio by Risk Manager and Occupational Health & Safety Coordinator. RM/EHS was unable to assist a Geographic Information System (GIS) – based Permit-Required Confined Space (PRCS) and Automated External Defibrillator (AED) program. Also pending are the development of a GIS campus-mapping tool by CP&F. However, RM/EHS was able to implement the core elements of the AED program, and also offered training to the campus community.)
- *Develop reporting tools in EHSA program and implement a campus-wide web-based EHSA program.*
  (Reduced per cost/benefit ratio by Risk Manager and Occupational Health & Safety Coordinator. RM/EHS was unable to fully develop the EHS Assistant (EHSA) computer-based program; however, all chemicals and associated documents were uploaded to the system).
- *Develop on-line comprehensive asbestos management program.*
  (Pending assessment.) This program will continue to be evaluated based on ease-of-use and information relevancy.
- *Develop an environmental management system (EMS) program according to BOR guidelines.*
  (Deferred per cost/benefit ratio by Risk Manager and Occupational Health & Safety Coordinator. RM/EHS was unable to develop a comprehensive Environmental Management Systes (EMS); however, core requirements and implementation dates were identified for 2014.

What improvements were implemented in your department based on analysis of the assessment results?

- <u>SOPs:</u> To ensure that SOPs are aligned with System and Institutional policies and format, SOPs assessment includes evaluating the SOPs for their references to higher-authority (law/policy) mandates.
- <u>Shared-Drive</u>: To reduce the amount of time in soliciting and researching information related to our campus assets, RM/EHS offered minor modifications to the shared-drive format, based on intuitive navigation. Additionally,
- <u>Training Modules</u>: To reduce the time investment by RM/EHS and campus staff, RM/EHS reduced the involvement of campus personnel to evaluate the technical component of training modules, since local production knowledge has improved. RM/EHS also uploads the videos to the internet to reduce meetings.

Did the improvements have the impact that was planned?	

- *SOPs:* **Pending.** RM/EHS intends to start auditing its SOP library in January, 2014; and has added this effort to its operational calendar.
- *Shared-Drive:* **Yes.** RM/EHS has significantly reduced its time and effort expense in soliciting information relating to building and premises.
- *Training Modules*: **Yes.** RM/EHS now shares its videos on the internet (YouTube) for stakeholder review. This has virtually eliminated the time necessary to prepare for and attend meetings; and reviewers can watch the videos at their own convenience.

Division/College/School	Business and Finance
Area *(if applicable)*	Center For Business Excellence
Department *(if applicable)*	Center for Business Excellence
Reporting Year	2011 (Su10-Sp11)
What were your expected outcomes (Goals) for this year?	

1. Cultivate a continuous improvement culture within the Division of Business and Finance that promotes service excellence while achieving efficiency, effectiveness, and economy.
2. Develop a training office to assume more training applications for the Division of Business and Finance (e.g. ethics, cash handling, motor vehicle, and budget reports). Include process for development and delivery of training.
3. Due to the implementation of e-Procurement, the department's goals were to 1) train e-Pro requestors on campus, and 2) maintain work-flow approver for the e-Pro system.
4. In accordance with University System of Georgia (USG) Policy 7.15.1, an institution-wide framework to Enterprise Risk Management (ERM) shall be developed an adopted to include: a) Formal and ongoing identification of risks that impact the institution's goals; b) Development of risk management plans; c) Monitoring the progress of managing risks; d) Periodic updates of risk management plans; and e) Reporting of risks so that significant risks can be rolled up to the System level.

How did the department assess the extent to which it achieved these results?	

- *Cultivate a Continuous Improvement Culture*
  The Center for Business Excellence (CBE) was established January 3, 2011 and combines the efforts of those individuals that were previously involved in divisional training and continuous improvement.
  Continuous improvement projects (a.k.a. Business Process Redesign - BPR) are championed by the Director of the Center but are determined based on an internal assessment from each area director. Factors that are considered for BPR are those process steps that drive inefficiency and ineffectiveness. The process review serves as an assessment of the process itself. Process assessments for the current year involved four - two in progress and two completed. Eighteen process reviews have been scheduled for FY 12.
- *Develop a Training Office…*
  The Center for Business Excellence (CBE) was established January 3, 2011 and combines the efforts of those individuals that were previously involved in divisional training and continuous improvement.
  Training courses that were developed for the institution were determined based on a combination of solicited and unsolicited input from the university community as well as an ongoing emphasis of ensuring that new technology is introduced to the campus community with appropriate training and instructions.
- *Implementation of e-Procurement*
  For e-procurement, CBE trained 26 requestors as part of the pilot implementation. While no formal assessment was administered, the success of this training was evident through the work performance of these individuals and the continuance of the project.
- *Enterprise Risk Management*

Institutional risks for the Enterprise Risk Management (ERM) program were determined by a "top-down" assessment with institutional leadership. One-on-one interviews were conducted with the President's Advisory Committee (PAC) to identify those risks that impact organizational objectives. An ad hoc committee was appointed to streamline and prioritize risks and develop a process methodology/charter for future risk assessment and mitigation.	

What improvements were implemented in your department based on analysis of the assessment results?

- The continuous improvement projects (a.k.a BPR's) resulted in simplifying the employment termination process on campus and developing a process for the creation, approval, posting, and maintenance of campus policies.
- While e-procurement training completed our department's objective, e-procurement itself was the improvement as it increased efficiency in the purchasing process.
- The Enterprise Risk Management (ERM) incentive resulted in the establishment of an ERM program and process at the institution – a requirement that was initiated by the University System of Georgia in August 2010. The organizational risks that were identified as a result of this process provided campus administrators with areas to target for risk mitigation.

Did the improvements have the impact that was planned?

- Yes. The establishment of a continuous improvement template mandates that all departments within the Division of Business and Finance strive for a culture of improved efficiency and effectiveness.
- Yes. E-Procurement transactions increased efficiency in the purchasing process.
- Yes. The establishment of an ERM program helped to provide a roadmap to mitigate future threats while achieving a USG mandate.

Division/College/School	Business and Finance
Area *(if applicable)*	Center For Business Excellence
Department *(if applicable)*	Center For Business Excellence
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. Cultivate a continuous improvement culture within the Division of Business and Finance that promotes service excellence while achieving efficiency, effectiveness and economy.
2. Develop a training office to assume more training applications for the Division of Business and Finance (e.g. ethics, cash handling, motor vehicle, and budget reports). Include process for development and delivery of training.
3. Due to the implementation of e-Procurement, the department's goals were to 1) train e-Pro requestors on campus, and 2) maintain work-flow approver for the e-Pro system.
4. In accordance with University System of Georgia (USG) Policy 7.15.1, an institution-wide framework to Enterprise Risk Management (ERM) shall be developed an adopted to include: a) Formal and ongoing identification of risks that impact the institutions goals; b) Development of risk management plans; c) Monitoring the progress of managing risks; d) Periodic updates of risk management plans; and e) Reporting of risks so that significant risks can be rolled up to the System level.

How did the department assess the extent to which it achieved these results?

- *Cutlivate a continuous improvement culture…*
  Continuous improvement projects (a.k.a. Business Process Redesign - BPR) are determined based on an internal assessment from each area director. Factors that are considered for BPR are those process steps that drive inefficiency and ineffectiveness in the business entity. The process review serves as an assessment of the process itself. Process assessments for the current year involved 22 processes; 10 of which were completed.

- *Develop a training office….*
  Mandatory refresher training was formalized along with new employee training. In addition , professional development training (e.g. FiSH) was rolled out to the division and performance management training was introduced to the institution. Assessments for this training were administered through electronic surveys.
- *Due to the implementation of e-procurement….*
  E-procurement training sessions were provided to 209 employees. While no formal assessment was administered, the success of this training was evident through the work performance of these individuals.
- *Enterprise Risk Management….*
  Enterprise Risk Management (ERM) risks were determined by a "top-down/bottom -up" assessment with institutional leadership. A survey assessment was developed with Internal Audit and was distributed to over 60 faculty and staff in leadership roles. An ad hoc committee was appointed to assess, streamline, and prioritize risks and develop a process methodology/charter for future risk assessment and mitigation.

What improvements were implemented in your department based on analysis of the assessment results?

- The continuous improvement projects resulted in a new employee orientation program within the Division of Business and Finance; a significant improvement in the yield and revenue stream within the Quick Copy process of Publications and Printing; a review of the campus parking code for people with disabilities; formalizing inventory management process within the University Book Store; a reorganization of general maintenance functions within Facilities and Grounds; a "continuous registration" schedule for students registering in between semesters; the design of the account reconciliation process in Auxiliary Services for 100% evaluation; and a review of the chargeback and evaluations on several "systems" (e.g. e-Builder, AiM, e-PAF; PeopleAdmin) to determine efficient functionalities.
- While e-procurement training completed our objective, e-procurement itself was the improvement as it increased efficiency in the purchasing process.
- The expansion of the Enterprise Risk Management (ERM) assessment resulted in a broader assessment of institutional risks and broader input in determining the controls necessary to mitigate those risks.

Did the improvements have the impact that was planned?

- Yes. A total of 29 new employees participated in the new employee orientation program during the last six months of 2012. Assessments from these employees reflected very positive feedback on the program, supervision, the use of mentors, and in meeting the Vice President of the Division.
- Yes. The Publications and Printing department received both State and National recognition for it's success in process improvement. It received the highest award from the University System of Georgia for process efficiency/customer service and was also recognized as a Model of Efficiency by University Business Magazine.
- Yes. The ERM process was established on campus and the strategic risks were reported to the University System of Georgia for a system review in October 2012.

Division/College/School	Business and Finance
Area *(if applicable)*	Center For Business Excellence
Department *(if applicable)*	Center for Business Excellence
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. Assist division with SACS accreditation requirements for the2014 audit. Establishment of a divisional accountability matrix for SACS core requirements by 7/31/12.
2. Comply with USG mandates concerning ERM for FY2013. Guide committee in process redesign and determining next set of risks and objectives by 4/30/13.
3. Collaborate with Human Resources in creating an annual process for determining training development for

campus users. This will include assisting in the development of such new courses as Performance Management, Harassment, and Performance Improvement. Other tasks in this area will include the enhancement of the training web page, defining the process flow for hiring an employee, performance appraisal with PeopleAdmin, and the development of an employee training database. (USG Goal #6; UWG Guiding Principle #2 and UWG Goal #4)

4. Finalize the development of the e-Pro "shopper" functionality by December 2012. Design a web page travel expense template for report preparation reference. (USG Goal #6; UWG Guiding Principle #2 and UWG Goal #4)

How did the department assess the extent to which it achieved these results?

- *SACS accreditation*
  All SACS responses that were assigned to the Division of Business and Finance were submitted to and monitored by an Academic Affairs representative.
- *Compliance with USG mandate on ERM*
  Institutional ERM risks were assessed by an ad-hoc committeed and were distilled to the top eight in January. Objectives to those risks have been developed and are ready for submission to the USG pending a review from PAC.
- *HR – Development of Performance Management*
  All of the steps to the performance recovery process have been identified, defined, and are posted on the HR website. Course work for sexual harassment was developed and has already been presented to some University Groups. The remaining tasks that are listed are under development.
- *Finalization of e-Pro Shopper training*
  Purchasing identified the ePro Shopper users and CBE created and implemented training.

What improvements were implemented in your department based on analysis of the assessment results?

- The ERM assessment process was streamlined with an Internal Audit annual assessment to help minimize the amount of assessments that are imposed on faculty and staff. The ERM assessment also revealed that two risks from the previous assessment had been mitigated due to action plans that were developed.
- Partnering with Human Resources in the development of a Performance Recovery process for at risk employees.
- The ePro shopper functionality training was completed and delivered to departments requesting this functionality. While a travel expense template was created and delivered to the Controllers office for approval, additional travel changes have been mandated and will require the template to be updated.

Did the improvements have the impact that was planned?

- Yes. The ERM process reduced an extra layer of assessment for faculty and staff while still being able to identify risks that impact organizational objectives. The ERM process also helped to mitigate the previous year's risks based on the action plans that were developed and initiated.
- Yes. The performance recovery plan was posted to the Human Resource website and has been used by the campus.
- Yes. CBE created and delivered the e-Pro Shopper training allowing e-Pro users the functionality to shop within the market place.

Division/College/School	Business and Finance
Area *(if applicable)*	
Department *(if applicable)*	Controller - Purchasing
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. Successfully implement the PeopleSoft eProcurement module.
2. Development of a Delegated Authority document that identifies individuals with the ability to bind contractually the University to an agreement.
3. Create a contract approval process and tracking system for all contracts entered into by the University

How did the department assess the extent to which it achieved these results?

- *Continue development in standard operation procedures for RM/EHS and assist in …..*
  The module was implemented in March 2011 and successfully piloted by 8 departments throughout the unviersity resulting in approximately 100 of 2,200 purchase orders processed through the electronic catalogs.
- *Development of a Delegated Authority document that identifies individuals with…*
  This goal was achieved based upon publication of the document on the Office of the Controller's website.
- *Create a contract approval process and tracking system for all contracts entered into by the University.*
  This goal was achieved based upon the creation of a manual spreadsheet tracking form for contracts reviewed the University Counsel and Purchasing Department.

What improvements were implemented in your department based on analysis of the assessment results?

- *SOP's*. Through feedback received from the pilot group, the training materials were revised to be more end-user friendly and understandable.
- *Development of a Delegated Authority*. Improved internal control and reduction of financial risk for the University's contracting process by disseminating this information to all faculty and staff.
- *Create a contract approval process.* Hiring of a resource to maintain contracts as a result of the visibility into the volume of contracts.

Did the improvements have the impact that was planned?

- *SOP's*. Yes. The end-user reaction to the ePro module and use of the electronic catalog was as expected. Generally these types of systems require 90 to 120 days to build momentum within an organization so the small use of catalog was neither disappointing nor unexpected.
- *Development of a Delegated Authority*. Yes, the University was able to develop a more complete catalog of contracts.
- *Create a contract approval process.* Yes, the addition of a defined resource allowed Purchasing to better monitor contract compliance and ensure accurate terms and conditions were executed.

Division/College/School	Business and Finance
Area *(if applicable)*	
Department *(if applicable)*	Controller - Purchasing
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

1. Successfuly implement the PeopleSoft eProcurement module across campus.
2. Develop strategic initiative document for Procurement and Contracting.

How did the department assess the extent to which it achieved these results?

- *Sucessfully implement PeopleSoft eProcurement module across campus.*
  Purchasing measured the number of catalog POs to total POs to establish a rate of adoption of the epro service. At year end, 24% of all purchase orders for the fiscal year were electronic catalog orders with an average of 36% for the last third of the fiscal year.
- *Develop strategic initiative document for Procurement and Contracting.*
  Document was completed and implementation of the plan has begun.

What improvements were implemented in your department based on analysis of the assessment results?

- The department was able to redistribute existing resources to accommodate more complex purchases.
- Established guidelines for procurements outside prescribed procurement processes; Implemented a standardized contract review process; Generated a requirements definition for an electronic contract management system; Implemented a standardized solicitation request and development process; Draft procurement policies and procedures manual for purchases between $5,000 and $25,000; Drafted institutional procedure and authorization process for mobile device and mobile service procurements; Develop standards for networked multi-functional devices(copier/printer/scanner).

Did the improvements have the impact that was planned?

- Yes, duties were reassigned to create cross training opportunities for growth.
- Yes, all above listed improvements were implemented. The draft policy and procedure for mobile procurements was delivered to the University CIO for consideration and implementation.

Division/College/School	Business and Finance
Area *(if applicable)*	
Department *(if applicable)*	Controller - Purchasing
Reporting Year	2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

1. Developing and enhancing communication inside and outside the Division;
2. Promoting and tracking the professional development of Procurement and Contracting staff;
3. Providing training and an intuitive source of information for using Procurement and Contracting tools; and
4. Researching, developing, promoting and implementing cost-effective methods of service delivery.

How did the department assess the extent to which it achieved these results?

- *Developing and Enhancing communication inside and outside Division*
  Written Survey of Business and Finance Administrators. Informal meetings were conducted with user groups to discuss Purchasing Services topics.
- *Promoting and tracking the professional development of Procurement and Contracting staff.*
- *Providing training and an intuitive source of information for using Procurement and Contracting tools.*
  An internal assessment of staff training and development requirements was beneficial in securing an additional $12,500 in the budget. Professional development and staff training were assessed in annual performance appraisals.
- *Researching, developing, promoting and implementing cost-effective methods of service delivery.*
  An internal assessment of our processes validated by an internal audit identified a need to focus on the manner in which we track contracts as well as a central repository for research.

What improvements were implemented in your department based on analysis of the assessment results?

- The Purchasing Director initiated monthly lunch meeting with Assistant Controller for Finance and the Assistant VP for Auxiliary Services to improve informal communications. The Assistant Director of Purchasing initiated ePro user group meetings to provide a form for system users to communicate issues.
- The Professional Development budget was increased from $500 to aproximatelly $13,000. Four procurement staff were successful in attending three separate National training events provided by the National Institute of Governmental Purchasing (NIGP) and the National Association of Educational Procurement (NAEP) and the national association for P-Card Administrators. In addition all, purchasing staff were able to attend six additional regional and statewide purchasing and training events and meetings. All staff interested pursuing national certification have developed plans to continue training and/or have scheduled certification examinations.
- Several training sessions of Purchasing 101 were conducted with the assistance of the UWG Center for Business Excellence. In addition a Purchasing manual containing consolidated instructions for using various purchasing methodologies was drafted.
- The primary, identifiable improvement in service delivery was the development of an electronic contract tracking system. The system is scheduled for implementation in January or February of 2014.

Did the improvements have the impact that was planned?

1. Yes. The effort needs to be expanded to other University Management areas such as Student Affairs and Athletics and should also include periodic participation by more junior purchasing and contracting staff.
2. Yes. Two of four procurement staff members are currently scheduled to sit for National Professional Procurement Certifications. A third staff member has expressed plans to continue a training path that will lead to National Purchasing certification.
3. Somewhat. The impact of the Purchasing manual has not been realized because the final version will not be released until January or February of 2014.
4. Somewhat. The impact of the Contracting system has not been measured because of the long-term nature of

development, testing, and implementation. The impact should be measurable in 2014.	

Division/College/School	**Business and Finance**
Area *(if applicable)*	**Human Resources**
Department *(if applicable)*	**Human Resources**
Reporting Year	**2011 (Su10-Sp11)**

What were your expected outcomes (Goals) for this year?

1. Human Resources plans to review the employee termination processes and communication systems to improve timeliness of submissions. This will assist the instituion as a whole in improving the accuracy and reducing the risks associated with former employees having unauthorized access to institutional data.

How did the department assess the extent to which it achieved these results?

- In partnership with the Center for Business Excellence, a review of current process (a.k.a. BPR) was completed to determine where improvements were needed and the effect the pitfalls had on timing. The determination to convert the current methods of sending emails to the different campus constituents to have access removed into an online form that could consistently notify multiple people at one time improved efficiencies a great deal.

What improvements were implemented in your department based on analysis of the assessment results?

- A continuous improvement project was implemented that resulted in simplifying the employment termination process on campus by activated a web link on the Human Resources webpage. Once the online form is completed and submitted by the department, the information is disbursed to multiple parties on campus so that immediate action can be taken to remove system access for terminated employees.

Did the improvements have the impact that was planned?

- Yes. The revised process has improved the communications and timeliness of removing system access for terminated employees.

Division/College/School	**Business and Finance**
Area *(if applicable)*	**Human Resources**
Department *(if applicable)*	**Human Resources**
Reporting Year	**2012 (Su11-Sp12)**

What were your expected outcomes (Goals) for this year?

The Office of Human Resources is constantly striving to improve processes and procedures. The departmental goals for Fiscal Year 2012 include the following:

1. Implementation of Performance Management Program to include revising the current evaluation tool and providing training to campus.
2. In partnership with the Board of Regents Shared Services Center, develop a systematic import of new hires from the PeopleAdmin applicant tracking system into the ADP payroll system.

How did the department assess the extent to which it achieved these results?

- The Performance Management Program educational aspect was implemented in Summer 2012 through informative training sessions open to employees at all levels. Attendance was successful at each session often meeting capacity. Since the implementation, the program has gone through additional review and edits for the upcoming FY2013 appraisal period to address areas noted for improvement during the initial implementation.

- The People Admin project was implemented as well, allowing for new hire information to be automatically uploaded into the ADP payroll system using data collected in the PeopleAdmin applicant tracking system. This project is still ongoing as we move forward in working with the Shared Services Center to work out discrepancies and finalize the process.

What improvements were implemented in your department based on analysis of the assessment results?

- Based on the assessment of the Performance Management Program and feedback from the campus, the evaluation tool was edited and improved again for the next fiscal year.

- The People Admin project is still in progress, therefore, improvements based on an analysis of the assessment is not available at this time.

Did the improvements have the impact that was planned?

- Yes. The Performance Management Program did have the intended impact. We were able to train a significant portion of the campus and received great response with the use of the tool.

- Somewhat. The PeopleAdmin project is still in progress, but at this time the project is moving forward as expected.

Division/College/School **Business and Finance**

Area *(if applicable)* **Human Resources**

Department *(if applicable)*   Human Resources

Reporting Year   2013 (Su12-Sp13)

What were your expected outcomes (Goals) for this year?

Our departmental goals for the reporting year are as follows:

1. Continuation of the PeopleAdmin applicant systematic import into the ADP Human Resources Information System (HRIS). In partnership with the Board of Regents Shared Services Center, we will work to develop a process that will take new hire information from the applicant tracking system, PeopleAdmin, and intiatie the new hire action in the ADP HRIS system. This process is expected to improve the the timing and accuracy of hiring new employees into the ADP system.

2. Installation of a document management system for the retention of employee data and to provide the ability to manage the flow of processes as it pertains to researching and producing documentation. We will continue to develop processes around the use of the electronic system as well as explore opportunites to use the workflow feature to improve our cusotmer service.

3. Perform a compensation study for staff employees. With the assistance of Mercer, a global consulting group, we will identify a group of staff positions to benchmark, review and slot all positions within our establised pay scale as well as update the payscale to better match current market rates. After all data reviews are completed and positions are appropriately slotted, all staff employees who's salaries fall below the newly established minimum per the pay scale will receive an equity adjustment to meet the new baseline salary.

How did the department assess the extent to which it achieved these results?

- The PeopleAdmin applicant data system assessment was based on the timing it took to employ a person using the data flow process versus handkeying all the information in after the point of hire. As the process was developed we learned that there were many errors that could occur by use of the applicant data flow process and it was necessary for the payroll assistants to review the data multiple times and reentry was often required. The process was particularly cumbersome for employees who received a promotion or accepted a lateral position with the institution.

- The department was able to realize much efficiency with the implementation of the electronic document management system. Productions of files are now processed within 24 hours of request and can be printed or produced in an electronic format within an hour, whereas previously we required at least a three day notice and the process would take one to two hours of time. The file room was converted into much needed workspace in the department as well. The process workflow for new hires has been created, but it has been decided introduce this process to the revised new employee orientation to take place in the next fiscal year.

- The compensation study was completed and the revised pay scale was activated in the Spring of 2013. In conjunction with the Mercer consulting group, approximately 800 full time staff positions were reviewed

and approximately 51% of the employee base received a salary equity adjustment.

- It was determined that the PeopleAdmin applicant data flow needed some additional configuration in order to truly be effective. At the end of the evaluation period, the Shared Services Center and the ADP vendor are in process of implementing configurations to improve the fallacies of the process.

- The electronic document management system implementation improved the ability for the department to research and produce requested documents. The department also gained the use of a full office that was previously used as a file room.

- It was determined during the compensation analysis that we would perform periodic reviews of the data within the HR systems to ensure that the data is being maintained consistently. The data is housed in the ADP HR and payroll system and PeopleAdmin, the applicant tracking system.

Did the improvements have the impact that was planned?

- Somewhat. The PeopleAdmin process has not provided the intended impact at this time, but the improvements in the works are expected to bring us closer to the goal.

- Yes. The document management system met the intended goal of improving the ability to quickly locate documents and reduce the space needs for files.

- Yes. The compensation review was successful and the intended impact was achieved.

Division/College/School	Business and Finance
Area *(if applicable)*	University Police
Department *(if applicable)*	University Police
Reporting Year	2011 (Su10-Sp11)
What were your expected outcomes (Goals) for this year?	
1. Initiate a student patrol. The Student Patrol will assist our police officers by handling service calls, conducting building checks and providing escorts. This will allow the police officers to spend more time conducting random patrol and investigating crimes which occur on campus. 2. Implement the RAVE self protection system. The University has purchased the RAVE system which turns each person's cell phone into an emergency button.	
How did the department assess the extent to which it achieved these results?	
• The new student patrol was fully implemented during the school year. 10 students were hired and trained and provided the services noted in our goal. • The Rave System was branded Wolf Guardian and fully Implemented across campus.	
What improvements were implemented in your department based on analysis of the assessment results?	
• It is somewhat difficult to quantify the benefit some of the services the Wolf Guard provides such as building checks. However, they average two motorist assists and two to three escorts a night which otherwise would have had to be provided by a police officer. Over a semester this amounted to in-excess of 30 jump starts and close to 100 escorts the police officers would have had to make.	

- The sign-up for the RAVE service was lower than desired (less than 5 %) but not totally unexpected. Students seldom embrace personal protection devices until something bad happens in the community. We have a good percentage of the staff and faculty sign up (approximately 20%) and will continue to try and increase the number. We will look at new ways to advertise the system to increase use over the next year.

Did the improvements have the impact that was planned?

- Yes. The implementation of the Wolf Guard was initially not received well by the police officers. It was assumed the students would get in the way and be more problems than they were worth. Since the program was implemented, that attitude has changed and the officers have a more positive attitude towards the Wolf Guards as they have seen the value of the program. An interesting benefit to the program is that the unit has taken on a status of its own and the Wolf Guards have become a very close knit group. They are mutually supportive of each other and have bonded as a group. It appears that this will be a means for us to not only retain students, but also encourage them to graduate.
- Yes. Though the registration numbers for the RAVE service have not been as high as desired, the fact that the system is operational has been beneficial in a way not foreseen. During Visitation Day we include discussion and pamphlets about the system. The parents that we meet and are able to tell about RAVE have been very impressed. When we meet the parents at Orientation, we have been told that the RAVE system was one of the factors that helped them decide on West Georgia. Not only for the system, but it also shows the administration is committed to the safety of the students.

Division/College/School	Business and Finance
Area *(if applicable)*	University Police
Department *(if applicable)*	University Police
Reporting Year	2012 (Su11-Sp12)

What were your expected outcomes (Goals) for this year?

The Technology group was created within the University Police to design and maintain the campus alarm systems several years ago. In addition to the alarms, the two officers assigned to the unit handled issues related to card access, both the on-line system as well as the stand-alone locks. In time the expertise they developed resulted in requests for them to review and provide input into security systems for all of the new construction projects. They now assist with design on all new facilities and do the "punch list" to insure proper installation prior to the contractor being paid.

In time the demand for their services has increased to where we no longer are able to provide a quick turn-around on lock updates and other services. This has created situations where students can't access labs and studios in a timely manner. All of their functions are critical to the mission of the University. A larger problem is that the supervisor for the unit is close to retirement and his skills cannot be quickly replaced. Due to budget restraints it was not feasible to create a new position so it was determined that the best option to increase staffing in the unit was to reorganize the Uniform Division and transfer an existing police position to the Technology Division. This was done in the early part of the budget year and the new officer began intensive training.

1. Reduce the turn-around time for lock and alarm code changes within the Technology Division and plan for future needs.

RAD is Rape Aggression Defense and is a nationally recognized self defense and crime awareness class. We've had the program for three years but participation was minimal.

2. Enhance our crime prevention outreach by increasing the number of RAD classes offered to the campus community.

How did the department assess the extent to which it achieved these results?	

- Technology Unit Enhancement - a comparision was made of the turnaround time from the previous year compared to this year. The comparison also reflected a significant drop in the number complaints that reference the delays from the previous year.
- Improvement to crime prevention outreach - The hard numbers were extracted from the records retained from the two previous years. In addition, at the end of each class the instructors held a group discussion to understand the stengths and weakness of the program. Valuable information was obtained from the participants and is being used to not only enhance our advertising but the manner in which the class is conducted.

What improvements were implemented in your department based on analysis of the assessment results?	

- The primary improvement for the Tech Group was the improved turn-around time for work to be completed. The staff is verifying that changes are made to doors and alarm systems on a consistent basis. The lack of complaints would seem to indicate the increase in personnel is working.
  Since the new officer was added, Lock/Alarm changes which use to take up to a week to complete has been reduced to 48 hours or less. Plan reviews and alarm designs are also being completed on a timely basis. The new officer has become thoroughly trained on the stand-alone systems and is scheduled to attend Crime Prevention Through Environmental Design class in August. Once that class he will beginn to move into plan design and review.
- The feedback provided by the students has altered the way the class is taught. In the beginning the instructors gave the crime prevention information required by the RAD program. This was viewed by the students as boring and a waste of time. The information is important and as noted above it is required as part of the RAD program. The instructors have changed the delivery of the program and now intersperse the crime prevention data within the physical part of the program that the students enjoy the most.

Did the improvements have the impact that was planned?	

- Yes. The turn-around time for electronic lock changes have been reduced significantly. Complaints about slow response have all but disappeared. The new officer that was assigned to the Unit did not attend the Crime Prevention Through Environmental Design class as planned in the 2011-2012 budget year but did attend in Fall 2012. All new projects are reviewed by this officer with the overall goal of preventing the potential for crime while a structure is being design.
- Yes. Working with Pubications and Printing the advertising was upgraded and distribution increased throughout the campus. The advertising for the self defense classes was expanded both at Orientation and throughout the year. The website was updated and on-line registration was added. Registrations have increased to over 150 with 97 students completing the class. The increased advertising at the "Finish Line" and during the Health and Safety parent classes during orientation has made the greatest impact on the numbers as parents learn of the program and encourage their daughters to attend. The change in the class format has also helped to maintain student interest and though not all students who start the program complete it, an initial look at the numbers does show an improvement in completion rate.

Division/College/School	Business and Finance
Area *(if applicable)*	University Police
Department *(if applicable)*	University Police
Reporting Year	2013 (Su12-Sp13)
What were your expected outcomes (Goals) for this year?	

1. Improve our ability to keep police officers on the road by reducing the time that it takes to replace positions of officers who leave or promoted.

2. Improve our investigative capabilities by training our own voice-stress examiners.

The process for replacing a police officer has traditionally fallen on the Uniform Division lieutenant. That individual would follow a procedure that had been used for a number of years while also performing the normal duties assisted to that position. It would take anywhere from 12 to 14 weeks to complete the hiring process and a job offer extended.

- A process assessment was conducted and a new hiring process was created. The new process was tested by the hiring of 5 officers for the new Housing detail. By creating set dates we moved the process forward and made filling the positions a priority. The total process from posting the positions to job offer was 6 weeks, which was about half the time it normally took. The process was replicated in hiring a new dispatcher. Again we were able to hire a replacement in 6 weeks compared to the normal 12 weeks it took in the past.

- During the year we trained 4 officers in the use of the new Voice Stress Analyzer (form of polygraph machine). The use of the VSA has benefited us in two ways. First, we can now do our own VSA screenings for potential employees which has helped to speed up the hiring process by not having to wait for the sheriff's department to do them for us. We have also used it on a number of investigations which has help us solve more crimes. Since we do not have to rely on outside agencies to perform these tests, we save time and are able to use the VSA as often as needed.

What improvements were implemented in your department based on analysis of the assessment results?

- Regarding the new hiring process, we found two major benefits. The first was the stress on other dispatchers was reduced since they were not required to work as many additional hours to cover for the missing dispatcher as they have in the past. With the limited number of dispatchers we have, they are required to go to 12 hour shifts when we are short on personnel. This is physically and mentally draining due to the nature of the work. By cutting the hiring process in half we also saved the overtime we would normally have spent covering the shift. This amounts to approximately $3,000 in overtime each time we lose a dispatcher.

- The purchase of the voice stress analyzer and subsequent training has benefited our department in two ways. First, instead of having to schedule a candidate for employment with the County Sheriff's Office which could on the average take 7 to 10 business days we now do them in-house. This in turn allows us to expedite the hiring process. Second, the investigators were able to use the system approximately 20 times as part of campus investigations. The voice stress provided valuable information and increased convictions/clearances in those cases compared to what normally we would have been able to do. We would not have been able to use the Sheriff's Office for these as they have very few openings with their examiners. If we did not have our own, those cases cleared would have been placed in the unsolvable file and the victims would have lost out.

Did the improvements have the impact that was planned?

- Yes. The results went as planned and have had a major impact on our operations. We have saved time, reduced stress on personnel, and the savings from having our own Voice Stress will pay for itself in a few years.

University Advancement

The Division of University Advancement includes the areas of Intercollegiate Athletics, Communications and Marketing, Development and Alumni Relations, and University Special Events. The majority of activities sponsored by University Special Events are folded under the assessment of other units. As such, assessment reports for the other three areas are included below.

Division/College/School	University Advancement
Area *(if applicable)*	Intercollegiate Athletics
Department *(if applicable)*	Intercollegiate Athletics
Reporting Year	2011 (Su10-Sp11)

What were your expected outcomes (Goals) for this year?

1. Graduation rates of student athletes consistently exceeding that of the general student body.

2. Provide effective academic support in a broad range of coursework as needed by student athletes to aid in retention, progression and graduation.

3. Develop athletic teams that are consistently competitive at the conference, NCAA Regional and National levels.

4. Increase financial support through ticket sales, sponsorships, and fundraising for expenses not covered by athletic budgets.

How did the department assess the extent to which it achieved these results?

Graduation rates of student athletes: Institutional graduation rates measure the effectiveness of supporting the academic success of student athletes through more diligent recruiting of student athletes academically prepared for college and by offering tutorial services in a broad range of coursework. Success will also be measured by institutional graduation rates, Federal Graduation Rates and NCAA Division II Student Athlete Academic Success Rates. The measure of this performance supports the university and department mission of educational excellence in a personal environment.

Academic Support for Student Athletes: Performance will be measured by a consideration of the number of full-time staff members, graduate assistants, mentors and tutors offered to our student athletes, the number courses for which tutoring was provided, and final course grade in the subject(s) tutored and increase or decrease in academically ineligible student athletes at the end of the academic year gives an accurate assessment of whether the department goal of providing effective academic support is met.

Competitiveness of Athletic Teams: Preseason conference predictions, season ending team records, conference, regional and NCAA rankings, inclusion in All-Team, All-Conference selections, and participation in post-season conference or NCAA Regional and National events is an accurate indicator of competitive athletic teams.

Increase Overall Financial Support and Revenue: Measure through ticket sales, sponsorships, booster club contributions, institutional student fee, and/or revenue in-kind that improves the financial standing of the athletics department.

What improvements were implemented in your department based on analysis of the assessment results?

Any reduction in the previous year's graduation reporting data (even though it doesn't reflect the previous academic year) will result in a written review of at-risk students' standing, possible reason for academic weakness, what efforts have been made to improve academic standing; and the result of

those efforts.

Entered into contract with GradesFirst to supply the Athletic Department with an online student management program.

Coaches review each potential recruit during the evaluation process which includes an academic assessment to ascertain if student is admissible and has the ability to succeed academically.

Team records and post season appearances will be reviewed each year with the intention of promptly considering what if any actions are warranted to improve the competitive records of each team.

Coach Scott Groninger was hired as the new head coach for the University of West Georgia women's basketball team.

Coach Tim Brooks was hired as the new head coach for the University of West Georgia men's and women's cross country teams.

Coach Derek Hill hired to coach wide receivers for the football team.

Announced the formation of annual golf tournament to benefit the UWG Athletic Foundation.

Did the improvements have the impact that was planned?

Graduation rates of our student athletes vs. all students

2008
For 2001-02 Graduation Rate

Student athletes graduated at 25% vs. 37% for all students
Student athletes' four-class average was 37% vs. 33% for all students
Division II Academic Success Rate for student athletes: 42%

2009 reporting year to NCAA
For 2002-03 Graduation Rate

Student athletes graduated at 17% vs. 32% for all students
Student athletes' four-class average was 28% vs. 34% for all students
Division II Academic Success Rate for student athletes: 34%

2010 reporting year to NCAA
For 2003-04 Graduation Rate

Student athletes graduated at 21% vs. 36% for all students
Student athletes' four-class average was 23% vs. 35% for all students
Division II Academic Success Rate for student athletes: 36%

Discussion:
Each group listed includes only first-time, full-time freshman enrolled in the cohort year. Student athlete group also includes only those individuals receiving athletically related financial aid. Information compiled

by and reported to the NCAA by UWG Institutional Research and Planning. Information is grouped by sports to obtain the totals shown. Should a sport have only one student in that cohort and he or she does not graduate in the six years considered in the cohort, then the sport's percentage would be zero and lower the overall graduation rate for student athletes.

While the information compared is limited, it is the standard set by the NCAA and the standard used by athletics to measure academic achievement compared to the general student body. This data is not projected for current or future years.

Beginning in 2006 with the 1999-00 six year cohort, the NCAA has compiled the Division II Student-Athlete Academic Success Rate (ASR). This calculation adds transfer students, second-term enrollees, and those freshmen who did not receive athletics aid to the equation. This number is considered to be a more accurate depiction of the student-athlete graduation rate, as it takes into account the Division II partial-scholarship model. This ASR is compiled and reported to the NCAA by the Department of Athletics.

Our current actions, policies and implementations will not have a significant impact until we've cycled through to the 2008 cohort. However we do hope to have an influence on the success of those students who entered the program before improvements were implemented. We did see a graduation rate increase of 4% from 2009 to 2010.

Academic Support for Student Athletes
- Placed 54 student-athletes on the Fall 2010 Dean's list
- Placed 49 student-athletes on the Spring 2011 Dean's list
- Placed 79 student-athletes on the GSC Academic Honor Roll, new record
- Placed 8 student-athletes on the GSC All-Academic Team

  2010-11
  The department provided in-house tutoring, which was available to all student-athletes. To further our efforts in assisting our student athlete's classroom success the department purchased a student management system (GradeFirst) to assist with progress report delivery and to provide the academic support staff better insight into where to apply support resources such as tutoring. If a student-athlete required tutoring in a subject for which there was no available in-house tutor, they were referred to the EXCEL Tutoring Center. At the close of the 2009-10 academic year, 14 students were declared academically ineligible to return for the 2010-11 academic year.

  Discussion:
  Student-athletes who are assessed to be 'at-risk' academically are identified at the beginning of the year. These students are assigned an academic coach and monitored throughout the year through individual meetings and GradesFirst. If tutoring assistance is required, an appropriate tutor match is made. The number of tutors assigned and subjects tutored will vary from year to year based on students' requests. The overall GPA during the 2010-2011 academic period (2.69) did see a drop from the previous year 2009-10 (2.74). However overall student athlete GPA continues to equal or exceed that of our overall fulltime student institutional GPA.

Competitiveness of Athletic Teams

Team	Conference Record	Overall Record	Postseason

Football	2-6	3-7	Did not qualify
Soccer	1-5-1	5-11-2	Did not qualify
Volleyball	8-23	2-7	Did not qualify
Men's Basketball	15-15	6-6	3rd seed GSC
Women's Basketball	9-18	6-6	4th seed GSC
Softball	21-26	10-17	Did not qualify
Baseball	18-30	5-14	Did not qualify

Men's Cross-Country – The Wolves were ranked for the bulk of the year among the top-10 in the NCAA South Region, finishing seventh in the South Regional.

Women's Cross-Country – Finished tenth at the NCAA South Regional while being unranked for the season.

Cheerleading – The All-Girl squad won the Division II championship at UCA Nationals. The Co-Ed squad also took home first place in the Cheer Division II competition.

Women's Golf – Placed in the top ten in every tournament during the season. Claimed Montevallo Tournament Title. Finished fourth in the GSC Championship.

Men's Golf – Finished sixth in the GSC Championship.

Individual Awards

Team	Postseason Award	Amount
Football	GSC Freshman of the Year	1
	D2 Super Region II Team	2
	All-Gulf South Team	5
Soccer	All-Gulf South Team	1
Volleyball	All-Gulf South Team	1
Men's Cross Country	All-Gulf South Team	1
Women's Cross Country	All-Gulf South Team	1
Men's Basketball	All-Gulf South Team	1
	NABC All-South District Team	1
Women's Basketball	All-Gulf South Team	1
Cheerleading	All-Girl Championship	1
	Coed Championship	1
Softball	GSC Freshmen of the Year	1
	All-Gulf South Team	3
Women's Golf	All-Gulf South Team	1
Men's Golf	NCAA Southern Regional	1
Baseball	All-Gulf South Team	3
	NCBWA All-South Region	1
	Daktronics All-South Region	1

Discussion:
The measurements used are independent, unbiased records of team wins or loses, and thus an accurate reflection of team competitiveness. Results will vary from year to year based on many factors including

injuries and effect of distant travel versus number of home contests. Only team to finish with an overall record above .500 was the men's basketball team. Men's and women's basketball finished at .500 in conference play. Individually UWG student athletes earned two GSC Freshman of the Year awards and eighteen All-Gulf South Team awards.

Financial Support and Revenue

Men's basketball ranked 25th in Division II attendance.
Football ranked 26th in Division II attendance.

Program	Revenue
Corporate Partner Program	$106,000.00
Athletic Ticket Sales	$62,000.00
VIP Suite Sales Program	$16,200.00
Special Events *	$71,000.00

* Special events such as the first annual Wolve's Kickoff Classic Golf Tournament and Howlin at the Moon fundraising dinner.

<u>Discussion</u>

Corporate Partner Program, designed to offer mutual benefit to the supportive corporate entity and UWG Athletics. Attention is currently being given to expand the Corporate Partner Program by developing future programs which offer corporate entities the ability to support through advertising means and budgets, while presenting such support in a manner of high integrity

Athletic Ticket Sales Program, with issuance of premium seat locations in athletic venues reflective of accumulated Priority Points. Success of athletic teams will be a tremendous catalyst for growth with this component in the coming seasons due to the positive impact the WGAF has provided for our programs.

Special Events, designed to influence morale levels of the support base in a positive manner while generating sources of revenue. Creative programs and events are currently being added and prescribed for future dates to the current landscape, creating opportunities for enhanced growth potential.

Division/College/School	University Advancement
Area *(if applicable)*	Intercollegiate Athletics
Department *(if applicable)*	Intercollegiate Athletics
Reporting Year	2012 (Su11-Sp12)
What were your expected outcomes (Goals) for this year?	

1. Graduation rates of student athletes consistently exceeding that of the general student body.

2. Provide effective academic support in a broad range of coursework as needed by student athletes to aid in retention, progression and graduation.

3. Develop athletic teams that are consistently competitive at the conference, NCAA Regional and National

levels.

4. Increase financial support through ticket sales, sponsorships, and fundraising for expenses not covered by athletic budgets.

How did the department assess the extent to which it achieved these results?

Graduation rates of student athletes: Institutional graduation rates measure the effectiveness of supporting the academic success of student athletes through more diligent recruiting of student athletes academically prepared for college and by offering tutorial services in a broad range of coursework. Success will also be measured by our institutional graduation rates, Federal Graduation Rates and NCAA Division II Student Athlete Academic Success Rates. The measure of this performance supports the university and department mission of educational excellence in a personal environment.

Academic Support for Student Athletes: Performance will be measured by a consideration of the number of full-time staff members, graduate assistants, mentors and tutors offered to our student athletes, the number courses for which tutoring was provided, and final course grade in the subject(s) tutored and increase or decrease in academically ineligible student athletes at the end of the academic year gives an accurate assessment of whether the department goal of providing effective academic support is met.

Competitiveness of Athletic Teams: Preseason conference predictions, season ending team records, conference, regional and NCAA rankings, inclusion in All-Team, All-Conference selections, and participation in post-season conference or NCAA Regional and National events is an accurate indicator of competitive athletic teams.

Increase Overall Financial Support and Revenue: Measure through ticket sales, sponsorships, booster club contributions, institutional student fee, and/or revenue in-kind that improves the financial standing of the athletics department.

What improvements were implemented in your department based on analysis of the assessment results?

The academic support office added their first graduate assistant to assist in the nightly football study hall held in the TLC.

Extended the contract with GradesFirst to supply the Athletic Department with an online student management program.

Any reduction in the previous year's graduation reporting data (even though it doesn't reflect the previous academic year) will result in a written review of at-risk students' standing, possible reason for academic weakness, what efforts have been made to improve academic standing; and the result of those efforts.

Coaches review each potential recruit during the evaluation process which includes an academic assessment to ascertain if student is admissible and has the ability to succeed academically.

Team records and post season appearances will be reviewed each year with the intention of promptly

considering what if any actions are warranted to improve the competitive records of each team.

Coach Barry Harwell was hired to be the head coach of the University of West Georgia men's and women's golf teams.

Coach Mandy Harris was hired as the new head coach for the University of West Georgia women's softball team.

Coach Chase Harp hired as Offensive Coordinator for the football team.

Andrew Bass hired as Assistant Athletic Trainer.

Josh Clendenin hired as Assistant Recruiting Coordinator.

The position of Assistant Director of Development, Hodge Patterson was hired in August 2011 to assist in increasing ticket sales and booster donations.

The position of Assistant Director of Development, Clay Carroll was hired in April 2012 to assist in increasing ticket sales and booster donations.

Did the improvements have the impact that was planned?

Graduation rates of our student athletes vs. all students

2012 reporting year to NCAA
For 2005-06 Graduation Rate

Student athletes graduated at 45% vs. 38% for all students
Student athletes' four –class average was 31% vs. 35% for all students
Division II Academic Success Rate for student athletes: 47%

2011 reporting year to NCAA
For 2004-05 Graduation Rate

Student athletes graduated at 40% vs. 35% for all students
Student athletes' four-class average was 27% vs. 35% for all students
Division II Academic Success Rate for student athletes: 45%

2010 reporting year to NCAA
For 2003-04 Graduation Rate

Student athletes graduated at 21% vs. 36% for all students
Student athletes' four-class average was 23% vs. 35% for all students
Division II Academic Success Rate for student athletes: 36%

Discussion:

Graduation rates showed a marked increase between the 2010-11 and 2011-12 reporting periods. This gain is attributable to both the academic coordinator and the coaching staff. Coaches are recruiting

student-athletes who present significantly better academic preparedness for college success. With the academic coordinator's efforts focused on those student-athletes who need more attention, strong tutorial efforts have led to assistance being provided to help those student- athletes succeed academically. Lower loss rates of student athletes because of academic ineligibility indicate more student-athletes will continue to graduate.

Academic Support for Student Athletes
- Placed 66 student-athletes on the Fall 2011 Dean's list
- Placed 65 student-athletes on the Spring 2012 Dean's list
- Placed 85 student-athletes on the GSC Academic Honor Roll, new record
- Placed 2 student athletes on the GSC Fall All-Academic team
- Placed 4 student athletes on the GSC Winter All-Academic team
- Placed 2 student athletes on the GSC Spring All-Academic team

2011-12
The department provided in-house tutoring, which was available to all student-athletes. If a student-athlete required tutoring in a subject for which there was no available in-house tutor, they were referred to the EXCEL Tutoring Center. At the close of the 2011-12 academic year, 8 students were declared academically ineligible to return for the 2012-123academic year. Progress reports responses for the academic year grew to an all-time high of 65%. Each term's Dean List saw an increased presence of our student athletes rising over 22% from the previous year; while the number of student athletes earning a place on the GSC Academic Honor Roll rose by 6%. The overall GPA during the 2011-2012 academic period (2.79) did see an increase from the previous year 2010-11 (2.69). Overall student athlete GPA continues to equal or exceed that of our overall fulltime student institutional GPA.

Discussion:
Student-athletes who are determined to be 'at-risk' academically are identified at the beginning of the year. These students are assigned an academic coach and monitored throughout the year. If tutoring assistance is required, an appropriate tutor match is made. The number of tutors assigned and subjects tutored will vary from year to year based on students' requests. With the aid of timely progress report requests, through GradesFirst, and responses we can deploy our resources to the students with the most urgent need. Also allows good communication channels with our faculty in regard to our student-athletes academic progress.

Competitiveness of Athletic Teams

Team	Conference Record	Overall Record	Postseason
Football	2-2	6-4	Did not qualify
Soccer	2-3-2	7-9-2	Did not qualify
Volleyball	3-11	9-22	Did not qualify
Men's Basketball	8-6	22-9	Conference and Regional
Women's Basketball	4-10	10-17	Conference
Softball	6-22	14-40	Conference
Baseball	9-13	23-25	Conference

Men's Cross-Country – Finished fourth at GSC Championship. Finished tenth at the NCAA South Regional Championships.

Women's Cross-Country – Finished fifth at GSC Championship. Finished ninth at the NCAA South Regional Championships.

Cheerleading – Claimed their second-straight championship and fifth title since 2005. The Coed squad came close, falling to second after winning last year's title.

Women's Golf – Placed second in the GSC Championship.

Men's Golf – Finished third in the GSC Championship.

Individual Awards

Team	Postseason Award	Amount
Football	Hansen DII All-American	2
	All-Gulf South Team	7
	GSC Defensive Freshman	1
Men's Cross Country	All-Gulf South Team	1
Women's Cross Country	All-Gulf South Team	4
Men's Basketball	All-Gulf South Team	1
	GSC Freshman of the Year	1
Women's Basketball	All-Gulf South Team	1
Cheerleading	All-Girl Championship	1
Softball	All-Gulf South Team	1
Women's Golf	All-Gulf South Team	2
Men's Golf	NCAA Southern Regional	1
Baseball	All-Gulf South Team	3

Discussion:

The measurements used are independent, unbiased records of team wins or loses, and thus an accurate reflection of team competitiveness. Results will vary from year to year based on many factors including injuries and effect of distant travel versus number of home contests. Men's basketball earned a berth in the NCAA Regional. Four teams qualified for the conference tournament. Individual honors declined. Total of 20 student athletes represented UWG on All-GSC teams this year and 11% increase over the previous year..

Financial Support and Revenue

Men's basketball ranked 10th in Division II attendance.
Football ranked among the top 50 in Division II attendance.

Program	Revenue
Corporate Partner Program	$131,000.00
Athletic Ticket Sales	$66,000.00
VIP Suite Sales Program	$23,200.00

Facility Naming Rights	$50,000.00
Special Events *	$65,800.00

* Special events such as the first annual Wolve's Kickoff Classic Golf Tournament and Howlin' at the Moon fundraising dinner.

Discussion
Corporate Partner Program, designed to offer mutual benefit to the supportive corporate entity and UWG Athletics. Attention is currently being given to expand the Corporate Partner Program by developing future programs that offer corporate entities the ability to support through advertising means and budgets, while presenting such support in a manner of high integrity. Increase of $25,000 from previous year.

Athletic Ticket Sales Program, with issuance of premium seat locations in athletic venues reflective of accumulated Priority Points. Success of athletic teams will be a tremendous catalyst for growth with this component in the coming seasons due to the positive impact the WGAF has provided for our programs. Increase of $3,800.00 from previous year for tickets and $6,800.00 from VIP Suites.

Facility Naming Sponsorship/Opportunities, attractive opportunities for corporate entities, individuals, and estates will prove to be effective sources of provision and growth within the confines of UWG athletic venues. Inception of program.

Special Events, designed to influence morale levels of the support base in a positive manner while generating sources of revenue. Creative programs and events are currently being added and prescribed for future dates to the current landscape, creating opportunities for enhanced growth potential.

Division/College/School	**University Advancement**
Area *(if applicable)*	**Intercollegiate Athletics**
Department *(if applicable)*	**Intercollegiate Athletics**
Reporting Year	**2013 (Su12-Sp13)**

What were your expected outcomes (Goals) for this year?

1. Graduation rates of student athletes consistently exceeding that of the general student body.

2. Provide effective academic support in a broad range of coursework as needed by student athletes to aid in retention, progression and graduation.

3. Develop athletic teams that are consistently competitive at the conference, NCAA Regional and National levels.

4. Increase financial support through ticket sales, sponsorships, and fundraising for expenses not covered by athletic budgets.

How did the department assess the extent to which it achieved these results?

Graduation rates of student athletes: Institutional graduation rates measure the effectiveness of supporting the academic success of student athletes through more diligent recruiting of student athletes academically prepared for college and by offering tutorial services in a broad range of coursework. Success will also be measured by institutional graduation rates, Federal Graduation Rates and NCAA Division II Student Athlete Academic Success Rates. The measure of this performance supports the university and department mission of educational excellence in a personal environment.

Academic Support for Student Athletes: Performance will be measured by a consideration of the number of full-time staff members, graduate assistants, mentors and tutors offered to our student athletes, the number courses for which tutoring was provided, and final course grade in the subject(s) tutored and increase or decrease in academically ineligible student athletes at the end of the academic year gives an accurate assessment of whether the department goal of providing effective academic support is met.

Competitiveness of Athletic Teams: Preseason conference predictions, season ending team records, conference, regional and NCAA rankings, inclusion in All-Team, All-Conference selections, and participation in post-season conference or NCAA Regional and National events is an accurate indicator of competitive athletic teams.

Increase Overall Financial Support and Revenue: Measure through ticket sales, sponsorships, booster club contributions, institutional student fee, and/or revenue in-kind that improves the financial standing of the athletics department.

What improvements were implemented in your department based on analysis of the assessment results?

Any reduction in the previous year's graduation reporting data (even though it doesn't reflect the previous academic year) will result in a written review of at-risk students' standing, possible reason for academic weakness, what efforts have been made to improve academic standing; and the result of those efforts.

Coaches review each potential recruit during the evaluation process which includes an academic assessment to ascertain if student is admissible and has the ability to succeed academically.

Team records and post season appearances will be reviewed each year with the intention of promptly considering what if any actions are warranted to improve the competitive records of each team.

Reacquired space in the Murphy Building to use for our Academic Support Center. This allows continued usage of an 11 station computer lab, a classroom, conference room and two offices.

Hired a second Graduate Assistant for the Academic Support Center.

Coach Heather Estetter was hired as the new head coach for the University of West Georgia women's track program and to assist with the men's and women's cross country teams.

Carri Stewart named Head Athletic Trainer.

David Haase promoted to Assistant Athletic Director for Student Athlete Wellness and Academic

Support.

Chris Davidovicz named Head Coach for Women's Soccer.

Programs such as the Wolves Helping Other have been initiated which encourage a great sense of interaction with those in the local communities and offer opportunities to visit our campus or host university personnel in specific venues throughout the state of Georgia. These programs are designed in such a manner to make meaningful contributions to those being served in a variety of instances.

Initiated the "No Small Games' campaign to increase awareness of our athletic teams and events.

Increase the number and frequency of our Marketing Programs, such as Sideline Signage, In-Game Promotion Sponsorships and Win with the Wolves Sweepstakes.

Did the improvements have the impact that was planned?

Graduation rates of our student athletes vs. all students

- **Performance Measure and Data**
  Graduation rates of student athletes vs. all students
  2013 reporting year to NCAA
  For 2006-07 Graduation Rate

  Student athletes graduated at 33% vs. 36% for all students
  Student athletes' four –class average was 35% vs. 36% for all students
  Division II Academic Success Rate for student athletes: 52%

  2012 reporting year to NCAA
  For 2005-06 Graduation Rate

  Student athletes graduated at 45% vs. 38% for all students
  Student athletes' four –class average was 31% vs. 35% for all students
  Division II Academic Success Rate for student athletes: 47%

  2011 reporting year to NCAA
  For 2004-05 Graduation Rate

  Student athletes graduated at 40% vs. 35% for all students
  Student athletes' four-class average was 27% vs. 35% for all students
  Division II Academic Success Rate for student athletes: 45%

  2010 reporting year to NCAA
  For 2003-04 Graduation Rate

  Student athletes graduated at 21% vs. 36% for all students
  Student athletes' four-class average was 23% vs. 35% for all students
  Division II Academic Success Rate for student athletes: 36%

Discussion:

Each group listed includes only first-time, full-time freshman enrolled in the cohort year. Student athlete group also includes only those individuals receiving athletically related financial aid. Information compiled by and reported to the NCAA by UWG Institutional Research and Planning. Information is grouped by sports to obtain the totals shown. Should a sport have only one student in that cohort and he or she does not graduate in the six years considered in the cohort, then the sport's percentage would be zero and lower the overall graduation rate for student athletes. While the information compared is limited, it is the standard set by the NCAA and the standard used by athletics to measure academic achievement compared to the general student body. This data is not projected for current or future years.

Beginning in 2006 with the 1999-00 six year cohort, the NCAA has compiled the Division II Student-Athlete Academic Success Rate (ASR). This calculation adds transfer students, second-term enrollees, and those freshmen who did not receive athletics aid to the equation. This number is considered to be a more accurate depiction of the student-athlete graduation rate, as it takes into account the Division II partial-scholarship model. This ASR is compiled and reported to the NCAA by the Department of Athletics.·

Academic Support for Student Athletes
- Placed 85 student-athletes on the Fall 2012 Dean's list
- Placed 78 student-athletes on the Spring 2013 Dean's list
- Placed 94 student-athletes on the GSC Academic Honor Roll, new record
- Placed 10 student athletes on the GSC Fall All-Academic Team
- Placed 1 student athletes on the GSC Winter All-Academic Team
- Placed 3 student athletes on the Spring GSC All-Academic Team
- Placed 1 student athlete on the ITA Academic Honor Roll

2012-13
The department, through the EXCEL Center, provided limited in-house tutoring, which was available to all student-athletes. If a student-athlete required tutoring in a subject that no available in-house tutor, they were scheduled for tutoring at or referred to the EXCEL Tutoring Center. The Academic Services office also refers students to The Writing Center, the Math Tutoring Center, the Academic Resource Center and other independent departmental academic resources. At the close of the 2012-13 academic year, 8 students were declared academically ineligible to return for the 2013-14 academic year.

Discussion:
Student-athletes who are determined to be 'at-risk' academically are identified at the beginning of the year. These students are assigned an academic coach, attend mandatory study hall hours and are monitored throughout the year. If tutoring assistance is required, an appropriate tutor match is made. The number of tutors assigned and subjects tutored will vary from year to year based on students' requests and availability of appropriate tutors.

The Student Athlete Academic Services office located in the Murphy Building allowed us to work with students from 8:00am-10:00pm Monday through Thursday, 8:00-5:00 on Friday and 7:00-9:00pm on Sunday. We are aware that this location will no longer be available after the Spring 2014 semester, so we

are in the process of renovating room 312 of the UCC.

Student athlete GPA for the 2012-2013 academic year finished at 2.78 compared to the overall fulltime student GPA of 2.74.

Competitiveness of Athletic Teams

Team	Conference Record	Overall Record	Postseason
Football	1-4	3-7	Did not qualify
Soccer	2-5-2	6-11-3	Sixth seed GSC Tournament
Volleyball	10-6	15-15	Third seed GSC Tournament
Men's Basketball	5-12	9-18	Eighth seed GSC Tournament
Women's Basketball	10-6	16-10	Third seed GSC Tournament
Softball	7-27	14-33	Eighth seed GSC Tournament
Baseball	12-12	27-24	Seventh seed GSC Tournament

Men's Cross-Country – The Wolves were ranked for the bulk of the year among the top-10 in the NCAA South Region, finishing 12th in the South Regional.

Women's Cross-Country – Finished seventh at the NCAA South Regional, the highest finish for a UWG team at Regionals under head coach Tim Brooks. The team was also ranked as high as third in the region during the year.

Cheerleading – The All-Girl squad won the championship at UCA Nationals for the third year in a row. It was the 16th UCA title for any UWG cheer squad since 2001.

Women's Golf – Finished fourth or higher in four events throughout the year, with the highest finish coming at the North Georgia Dual Match, which the Wolves won.

Men's Golf – Had an individual, Corey Evans, reach the South/Southeast Regional for the fourth straight year and for the sixth time in recent program history.

Tennis – Earned a spot in the GSC Tournament

Individual Awards

Team	Postseason Award	Amount
Football	All-Gulf South Team	8
	Division II All-American	1
	All-Super Region II	3
	Daktronics All-Super Region 2	1
Soccer	All-Gulf South Team	2
	GSC All-Tournament Team	3
	NSCAA All-Region Team	1
Volleyball	All-Gulf South Team	1

Men's Cross Country	All-Gulf South Team	1
Women's Cross Country	All-Gulf South Team	4
	GSC Freshman of the Year	1
Women's Basketball	All-Gulf South Team	1
Cheerleading	All-Girl Championship	1
Softball	All-Gulf South Team	1
Women's Golf	All-Gulf South Team	2
Men's Golf	All-Gulf South Team	1
	NCAA Southern Regional	1
Baseball	All-Gulf South Team	2
	NCBWA All-American	1

Discussion:

The measurements used are independent, unbiased records of team wins or loses, and thus an accurate reflection of team competitiveness. Results will vary from year to year based on many factors including injuries and effect of distant travel versus number of home contests. Nine squads appeared in post season competition. Total of 22 student athletes earn a place on an ALL_GSC team this year a 10% increase over the previous year. Football and Soccer realized an increase in representation on All-GSC teams.

Financial Support and Revenue
Men's basketball ranked 14th in Division II attendance.
Football ranked 31st in Division II attendance.

Program	Revenue
Corporate Partner Program	$221,000.00
Athletic Ticket Sales	$83,230.00
VIP Suite Sales Program	$29,400.00
No Small Games Campaign	$7,500.00
New Marketing Programs #	$40,500.00
Facility Naming Rights	$50,000.00
Special Events *	$47,400.00

* Special events such as the first annual Wolve's Kickoff Classic Golf Tournament and Howlin' at the Moon fundraising dinner.

New Marketing Programs including Sideline Sign Program, Game and Promo Sponsors and Win with the Wolves Sweepstakes.

Discussion
Corporate Partner Program, designed to offer mutual benefit to the supportive corporate entity and UWG Athletics. Attention is currently being given to expand the Corporate Partner Program by developing future programs that offer corporate entities the ability to support through advertising means and budgets, while presenting such support in a manner of high integrity. Increase of $90,500 from previous year.

Athletic Ticket Sales Program, with issuance of premium seat locations in athletic venues reflective of

accumulated Priority Points. Success of athletic teams will be a tremendous catalyst for growth with this component in the coming seasons due to the positive impact the WGAF has provided for our programs. Increase of $17,230.00 from previous year for tickets and $6,400.00 from VIP Suites.

"No Small Games" Campaign, formulated to advance the outreach of UWG Athletic venues, enabling the support base to leave a legacy while supporting the ongoing development of UWG Athletics.

New Marking Programs designed to enhance game day rand event revenue while creating a renewable source of yearly revenue.

Facility Naming Sponsorship/Opportunities, attractive opportunities for corporate entities, individuals, and estates will prove to be effective sources of provision and growth within the confines of UWG athletic venues. Inception of program.

Special Events, designed to influence morale levels of the support base in a positive manner while generating sources of revenue. Creative programs and events are currently being added and prescribed for future dates to the current landscape, creating opportunities for enhanced growth potential. In 2012-2013 the department did not hold a Spring fundraising event.

Division/College/School	University Advancement
Area *(if applicable)*	Development and Alumni Relations
Department *(if applicable)*	Development and Alumni Relations
Reporting Year	2011 (Su10-Sp11)
What improvements were implemented in your department based on the analysis of the assessment results?	
Measurable goals with subsequent increased accountability were instituted for all staff members for calendar year 2011. Additional metrics were added to assess performance including dollar goals for annual fund, major giving and legacy giving. Development officers received metrics for number of contacts, solicitations and gifts secured.	
Did the improvements have the impact that was planned?	
Development officers reached a greater number of donors and prospective donors through phone calls and personal visits. One hundred fifty-five actions were completed per development officer in 2012 compared to 277 in 2013. More requests for funding were made to individuals, corporations and private foundations. One hundred thirty solicitations were made in 2012 with 168 in 2013. Prospect review and moves management system was implemented.	

Division/College/School	University Advancement
Area *(if applicable)*	Development and Alumni Relations
Department *(if applicable)*	Development and Alumni Relations
Reporting Year	2012 (Su11-Sp12)
What improvements were implemented in your department based on the analysis of the assessment results?	
A strategic planning session was held with all staff members in January 2012 to determine improvements	

needed based on assessment results. Specific improvements implemented included an increased emphasis on training and professional development, increasing development staff, refining the metric performance system for development officers, adding a Legacy Giving software program and updating all Legacy Giving materials, develop an endowed Alumni Scholarship Program for legacy Students to build affinity to the institution, institute a new Alumni Board member orientation to fully train new members on expectations, update more frequently through outside vendor our alumni records to ensure database is up to date.

Did the improvements have the impact that was planned?
Staff was more engaged in the overall goals of the department with an increased sense of team and commitment to accomplish the stated goals. Giving increased significantly from $2.3M in 2011 to $5.63M in 2012. Legacy giving gifts totaled $2.875M. The alumni association attracted and retained a more engaged and informed group of volunteers.

Division/College/School	University Advancement
Area *(if applicable)*	Development and Alumni Relations
Department *(if applicable)*	Development and Alumni Relations
Reporting Year	2013 (Su12-Sp13)
What improvements were implemented in your department based on the analysis of the assessment results?	
Surveys were implemented for all alumni/development events to determine improvements needed for future like events. An additional development officer was added to enable development officers to more fully concentrate on their assigned academic units. A new Legacy Giving director was hired to elevate the Planned Giving Program. The departmental website was redesigned to be more engaging and allow for on-line registration of events. Additional dollars were allocated from the UWG Foundation for increased travel to visit out of state donors and prospects.	
Did the improvements have the impact that was planned?	
Changes to events including venue locations, programming and ease of registration were made resulting in greater attendance. 2013 events had a total attendance of 1,567. Face to face visits increased dramatically for development officers with 7 out of state trips made to visit major prospects/donors compared to 3 trips in 2012. Total giving significantly increased from 2012 calendar year to 2013, $5.63M to $6.19M. Legacy Giving did not increase significantly but the groundwork has been laid for a significantly better 2014.	