

**IMPROVING INSTITUTIONAL EFFECTIVENESS  
UNIVERSITY OF TENNESSEE AT CHATTANOOGA  
OUTCOME AND ASSESSMENT**

**2011-2013**



**Dr. Richard L Brown**  
Executive Vice Chancellor  
Finance, Operations and Information Technology

**FINANCE, OPERATIONS, AND INFORMATION TECHNOLOGY  
ADMINISTRATIVE INSTITUTIONAL EFFECTIVENESS  
SUMMARY REPORT  
SUMMER 2013**

**Dr. Richard L. Brown, Executive Vice Chancellor**

**Vanasia Parks, Associate Vice Chancellor Business and Financial Affairs**

**Tom Hoover, Associate Vice Chancellor Information Technology**

**Monty Wilson, Assistant Vice Chancellor Information Technology**

**Tom Ellis, Assistant Vice Chancellor Operations**

**Cindee Pulliam, Assistant Vice Chancellor Auxiliary Services**

**Dan Webb, Director of Human Resources**

**Bryan Samuel, Director of Equity and Diversity**

**Jim Pulliam, Manager, Safety, Environmental Health and Risk Management**

**Mary Scott, Special Assistant to the Executive Vice Chancellor**

*From the Executive Vice Chancellor:*



Dr. Richard L. Brown

### **Introduction**

Data driven assessment and benchmarking organizational effectiveness should drive the culture and systemic thinking of progressive higher learning enterprises. I remain pleased and excited that all divisions within Finance, Operations, and Information Technology have embraced and implemented outcomes and assessment review processes with a goal to enhance institutional quality and effectiveness. Developing and sustaining a functional model of longitudinal assessment, measurement, and data driven decision making has remained one of my primary goals as the executive level leader of the Finance, Operations, and Information Technology Divisions. Our organizational paradigm centers upon the use of leading-edge strategies, innovative use of disruptive technologies, and well-defined goals that use comparative benchmarking as the cornerstone for institutional improvement. Operational efficiency and effectiveness can be significantly enhanced when organizations align their goals with overarching strategic planning. Measurable metrics are then developed and periodically evaluated to provide data driven decisions for continuous improvement.

As we continue to navigate an economic climate of challenge and change, we must learn to adopt and use “best practices” to ensure our instructional quality and delivery of the institutional mission remain strategically aligned to maintain sustainable and competitive positioning. Our overall operational goals include:

- Delivering the highest value proposition for the customers we serve.
- Lowering the total cost of attendance for the students we serve.
- Supporting Complete College Tennessee Act competitive benchmarks.

- Expanding our reach with efficient use of limited resources.
- Improving customer service and fiscal stewardship.
- Enhancing the educational experience for all students.
- Enhancing access and student success.
- Transforming our built environment.

Our operational focus is threefold:

1. We identify relevant projects and/or strategies that support the academic and student experience consistent with the institutional strategic plan.
2. We provide “state-of-the-art” data gathering and assessment methodologies to ensure we are able to measure change or benchmark the need to navigate in a new direction.
3. From the data we gather, we assess and use these inputs and outputs to impact the current condition, in short, to implement change that is data driven, assessment based, and strategically sound.

I wish to thank the members of the FOIT Leadership Team for their excellent work and ongoing commitment to improve the functionality of institutional support operations. Many of the combined reported results within this study reflect extraordinary direct or indirect financial enhancements for the University. Strategies implemented also provide exemplary customer service support. Annually, we pledge our continuing commitment to set measurable objectives, assess data from our efforts, and to make data driven decisions.

### Business and Financial Affairs

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Business and Financial Affairs/Business Services	2011-2012	Revision of the Intent to Bid Form	Revisit the Web page content to stress the need to complete the form	Redesigned the Purchasing web page to stress the requirement for submittal of an intent to bid form	Increased customer service to prospective bidders and improved the line of communication
Business and Financial Affairs/Business Services	2011-2012	Add the capability for electronic bid notification in lieu of post card notification system	Investigate IRIS capabilities for email notifications to current vendors.	Utilized IRIS to electronically notify bidders of available bids in lieu of mailing post cards	Immediate notification, reduction in postage and improved reliability of the Bidder notification process Postage savings of \$600-\$1000 per fiscal year
Business and Financial Affairs/Bursar	2011-2012	Continuous improvements in the Direct Deposit process/ Ach Payments	Training through TouchNet Payment Gateway and increased correspondence to students. Utilize targeted emails provided by TouchNet to increase participation	Improved services by providing tutorials on Bursar web page and utilizing targeted messaging provided by TouchNet to increase participation in Direct Deposits for students	Increased online services. Increased participation in direct deposit of refund checks, reduce lines, improve efficiency, and cut cost of check stock. \$5,000-\$7,000.00 in savings from staff time and check printing per fiscal year.

<b>DIVISION</b>	<b>ASSESSMENT YEAR</b>	<b>PROJECT SCOPE AND SIGNIFICANCE</b>	<b>RESEARCH/DATA REVIEW</b>	<b>OUTCOMES AND ANALYSIS</b>	<b>USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT</b>
Business and Financial Affairs/Bursar	2011-2012	Continuous improvements in Confirmation of Attendance and Cancellation of classes for non-payment	Improved correspondence to students, email notifications and payment options	Less cancellations for nonpayment due to utilizing payment plans and review of minimum balance due prior to cancellation of classes	Less cancellations for non-payment. Improved bottleneck of re-registrations after cancellations, better customer service and better communication to students
Business and Financial Affairs/Budget Office	2012-2013	Adopt new process for recording restricted gifts	Design and implement a complete restructure of UTC gift funds in the IRIS accounting system required due to the affiliation agreement between UT, UT Foundation and UC Foundation	Ensured all gift funds are deposited to the UC Foundation in a timely manner and reduce the number of inactive or invalid accounts	Accuracy of accounts and data, improved processes to track deposits.
Business and Financial Affairs/Budget Office	2012-2013	Improve communication for Budget Planning	Furnish base budget information to departments in early January for budget planning for the next fiscal year.	Ensured all departments have necessary information and forms needed to make budget requests for the next fiscal year.	Improved processes for year end. True budgeting and timely processing.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Business and Financial Affairs/Disbursements	2012-2013	Reduced the number of travel exceptions by better informing staff of policies and procedures prior to traveling. Increase training on the department and individual level	Work with departments to train and update as policies are approved. Include one-on-one training by Travel Personnel. Send bi-weekly tidbits to the campus community	A reduction in request for exceptions submitted to the CBO. The initial target is a 50% reduction in what is currently submitted.	More efficient and accuracy of data, reimbursements and improved customer service. Unnecessary delays in reimbursements. Postage saving \$300
Business and Financial Affairs/Disbursements	2012-2013	Accounts Payables audit of documents and reductions of returns from Central Accounting	This required internal improvements in the audit of forms in the Disbursement's office. We should be more efficient in reviewing documents prior to submission	Reduced from 2-3 per month, which was a previous goal to 2-3 per quarter. We are auditing forms prior to forwarding to Central Accounting.	Payments are processed more efficiently. Improved payment process time to vendors, better customer service provided to vendors, contractors and the campus community
Business and Financial Affairs/Bursar	2012-2013	Improve Customer Services to Students, Parents and other customers of the Bursar Area	Gathering comments from customers regarding the services that are provided by the Bursar's Office, the overall service that is rendered, received and also the ability to provided suggestions on increased services or recommendations.	The Current analysis shows an overall rating of 95% with excellent to exceptional ratings. The target is 98%-99%. The students will be surveyed each semester to monitor services and improvements.	Significant time spent on surveying the wants and needs of the students to better utilize the staff in the Bursar area as services change and the way they do business change. More business is on line versus in line. This reduces in person transactions.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Business and Financial Services/Bursar	2012-2013	Improve Cancellation for non-payment process and early notifications to students	The number of students cancelled for non-payment of fees due to non-confirmation or acceptance of fee charges or receipt of payments by mail or in person	Effective 2011, any student with a credit or zero balance was automatically confirmed. Currently a payment automatically confirms classes. This significantly reduced the number of in person, phone or contact with students. Since then, the number of students that are cancelled for nonpayment has decreased significantly. We are continuing to improve this process as we move forward.	This resulted in a huge benefit to financial aid students with zero or credit balances, but did not change the outcome of students that did not have enough funds to cover full tuition. We have promoted the installment payment plan, increased email notifications, phone calls and improved all correspondence to students. Due to complete College Act potential revenues \$500,000-\$1,000,000.00
Business and Financial Affairs/Business Services	2012-2013	Improvements on the Procurement Card processes and timing of approving transactions in the IRIS system	Improve the accuracy of account verification, invoices and documentation. Automation of approval reduces the accuracy of the account verification process	Improved processes within the department. Increases accountability and reduces risk, fraud and unauthorized activity	Protects the University and increases accuracy and verification of expenditures. Reduce Fraud, potential savings \$10,000.00-\$100,000.00 annually.



<b>DIVISION</b>	<b>ASSESSMENT YEAR</b>	<b>PROJECT SCOPE AND SIGNIFICANCE</b>	<b>RESEARCH/DATA REVIEW</b>	<b>OUTCOMES AND ANALYSIS</b>	<b>USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT</b>
Business and Financial Affairs/Business Services	2012-2013	Combined purchases in conjunction with the IT division	Combine purchase of IT equipment ranging from IPADS, computers and other electronic equipment. Purchase in bulk.	Reduction in staff time, repetitive processing, saves money and reduces duplication of effort.	To date the University has saved thousands in budgets and staff time. Savings reported in Information Technology division in order not to duplicate.
Business and Financial Affairs/Budget Office	2013-2014	Scanning of checks for deposit	Improve deposit of funds to the bank for UC/UT Foundation transactions	Funds deposited same day or within 24 hours, improved investment options	Funds deposited more efficiently, timely deposits, improved managing and investment of Foundation assets
Business and Financial Affairs/Budget Office	2013-2014	Recording of Restricted Gifts continued	Continued implementation of the restructure of UTC gift funds in the IRIS accounting system due to the affiliation agreement between the UC/UT Foundation	Ensure all gift funds are deposited to the UC Foundation in a timely manner and reduce the number of inactive or invalid accounts	Accuracy of accounts and data, improved processes to track deposits and improved analysis of account expenditures and balances. Improved investment potential.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Business and Financial Affairs/Disbursements	2013-2014	Reorganization/Cross training	To better utilize current staff to serve the needs of the campus community	Staff will be trained to audit, process, enter accounts payables, cross trained in petty cash and account review	Improve services to the campus community, vendors and the systems office. Increased moral and a better understanding of department processes
Business and Financial Affairs/Bursar	2013-2014	Review of preferred payment method and use of the WEB for payment	Surveying students to determine which method the student prefers to pay their UTC account via mail, online or in person	Improve payment options for online payments for credit cards, payment deadlines and timing. Online allows easier access to account information	Allows for payments 24/7; increases services to students, customer services improved; parent's may access and view accounts with student authorization. Reduces cancellations with last minute payment options

<b>DIVISION</b>	<b>ASSESSMENT YEAR</b>	<b>PROJECT SCOPE AND SIGNIFICANCE</b>	<b>RESEARCH/DATA REVIEW</b>	<b>OUTCOMES AND ANALYSIS</b>	<b>USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT</b>
Business and Financial Affairs/Bursar	2013-2014	Review Cancellation for Non-Payment process	Student Cancellations are measured by the number of students that are cancelled for non-payment each semester. Students must re-register if they plan to attend	Staff time during peak period, frustrated students, closed classes, cancellation of financial aid	Improve communication to students, increased notifications, improved payment methods and options
Business and Financial Affairs/Business Services	2013-2014	Purchasing Web Site Redesign	Easier editing capabilities, new look and feel, ease of navigation	Advanced web page attributes which allows for more updates, postings of bids and web page maintenance	User friendly for staff, vendors and University community. Vendors may update profiles and required information as requested or needed
Business and Financial Affairs/Business Services	2013-2014	E-Procurement for purchases normally billed or invoiced directly to the University	To allow staff to make purchases for goods through a shopping cart style process	User friendly system to improve efficiency in selecting goods, purchasing goods and improve payments to vendors	Significant cost savings related to staff time, printing, postage and processing of vendor payments. Annual savings of \$10K-20K

### Information Technology

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2011-2012	Provide sufficient Internet bandwidth to support campus requirements	Monitored use of existing 400 Mb bandwidth to document use and identify expanding requirements	Analysis indicates campus use of the Internet continues to grow.	Began engineering planning to expand Internet connectivity prior to start of Fall Semester 2012
Information Technology	2011-2012	Classroom smart podiums were installed 2002 -2003 and need major refresh of major equipment systems	Continued to work with Faculty Senate Classroom Technology Committee who will survey classrooms and define requirements	Completed all funded upgrades. Identified new podium requirements and upgrade requirements	Submitted Tech Fee proposal for funding to support upgrades and to install additional podiums identified by Faculty Committee.
Information Technology	2011-2012	Faculty Senate Classroom Technology committee identified need for laptop friendly projection systems for classrooms and labs	Media Services developed laptop friendly system and installed units in Grote labs to meet faculty request	Classroom committee to identify locations for new laptop systems and request funding	Media Services has installed all systems that were funded for installation. The cost to install the lab system resulted in a savings of approximately \$6000 per system with 4 systems installed for \$24,000 cost avoidance

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2011-2012	Implementation of year two of IT Strategic plan as approved by Executive Sponsors	Tom Hoover hired as CIO in January 2012 to accomplish one of the 21 Master Plan initiatives. Began process to move forward to address most significant initiatives	Established 6 task forces to address critical issues: Mission and Guiding Principles, Customer Service, Service Catalog, Efficiencies and effectiveness, Training, Computer lab assessment	Conduct Customer Fair to help customers engage with IT, identified VDI as technology to impede efficiency, evaluated all computer labs on campus, developed Mission Statement and service catalog, and began monthly "Ask the CIO" and "All Hands IT Staff" meetings. The IT Assessment project was completed at the budgeted amount of \$134,500.
Information Technology	2011-2012	Preparing the campus for 10Gb network requirements	After upgrading the campus network to 1 Gb. Monitored traffic to Identify other 10 Gb Requirements	Identify need to expand backbone to 10Gb between primary and alternate data center	Analysis identified need to expand network management tools to support 10GbUpgrade Procera. Tipping point and other tools

<b>DIVISION</b>	<b>ASSESSMENT YEAR</b>	<b>PROJECT SCOPE AND SIGNIFICANCE</b>	<b>RESEARCH/DATA REVIEW</b>	<b>OUTCOMES AND ANALYSIS</b>	<b>USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT</b>
Information Technology	2011-2012	High definition Video conference systems for fixed and mobile Pilot Project	Due to expanding campus video conference requirements the three locations for video service limited to specific room locations were not meeting needs	Developed a video cart system that includes HD TV monition, video conferencing codec, camera and microphone that will allow for video conference capability from any ether net jack	Initial deployment included University Center, College of Arts and Sciences. Plan is to implement additional units over the next year. Use of refurbished equipment for the system provided 10 refurbished systems at the cost of two new systems.
Information Technology	2011-2012	Improve understanding of customer requirements and perception of IT services to identify areas to improve services to the students, faculty and staff	Conducted the third annual TechQual+ survey in fall of 2011 to continue identifying campus service needs and how to improve IT support	Analysis of the TechQual+ data continued to document the need for additional wireless coverage and expanded internet bandwidth	With TechQual Data supporting the requirement funding was provided to install wireless access points in all housing units and expand service on campus and address internet bandwidth needs
Information Technology	2011-2012	Consolidated Computer Purchasing Pilot	With each department ordering computer equipment separately the campus was not able to consolidate orders for better prices	Decision to do pilot project in spring of 2012 was made and communications plan used to solicit orders	First purchase in June of 2012 resulted in savings of \$6900 over individual department purchases.

<b>DIVISION</b>	<b>ASSESSMENT YEAR</b>	<b>PROJECT SCOPE AND SIGNIFICANCE</b>	<b>RESEARCH/DATA REVIEW</b>	<b>OUTCOMES AND ANALYSIS</b>	<b>USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT</b>
Information Technology	2011-2012	Global Environment for Network Innovations(GENI) project evaluation	As part of the Chattanooga Gig City initiative UTC evaluated the GENI network to leverage Giga City	This high speed distributed virtual environment would provide Chattanooga opportunity to participate in the research and development of next generation technologies	UTC IT in collaborated with the College of Engineering and Computer Science EPB Fiber network participate in GENI by hosting the Chattanooga GENI rack
Information Technology	2011-2012	Evaluation of technology to provide desktop virtualization services to replace desktop computers at selected areas	Researched and tested various virtual desktops to include Wyse Terminals, , VMWare View, XenDesktop/App VDI in a Box and Ncomputing N400 and N500	After evaluation selected the Dell VDI in a Box and the Ncomputing devises as trial program	Developed plan for full trial deployments in Fall of 2012 VDI in a Box solution in College of Business, IT offices, Library, and other key offices. The energy savings of 100 systems paid for the hardware with a ROI of 7.95 years
Information Technology	2012-2013	Provide sufficient Internet bandwidth to support campus requirements	Monitor use of existing 400 Mb bandwidth to document use and identify expanding requirements	Analysis indicates campus use of the Internet continues to grow and the University would need to expand bandwidth	To meet the campus needs the 400 Gb EPB Fiber service was expanded to 1 Gb GPON service to Hunter Data Center from South EPB Point of Presence

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2012-2013	Identify and implement redundant connection to primary Internet service	Reviewed legacy 100 Mb metro net connection to EPB fiber as primary redundant link	Replaced 100 Mb metro net connection with new GPON connection for 100MB that is burstable to 1 Gb	Activated new GPON link to Admin Building Data Center to North EPB Point of Presence. Implement auto fail over of 1 GB GPON between Hunter and Admin. This action provided no cost redundant fail over option for 1Gb of EPB Internet service.
Information Technology	2012-2013	Classroom smart podiums were installed 2002 -2003 and need major refresh of major equipment systems	Continued to work with Faculty Senate Classroom Technology Committee who will survey classrooms and define requirements	Completed all funded upgrades. Identified new podium requirements and upgrade requirements	Submitted Tech Fee proposal for funding to support upgrades and to install additional podiums identified by Faculty Committee
Information Technology	2012-2013	Improve understanding of customer requirements and perception of IT services to identify areas to improve services to the students, faculty and staff	Conducted the fourth annual TechQual+ survey in fall of 2012 to continue identifying campus service needs and how to improve IT support	Analysis of the TechQual+ data continued to document the need for additional wireless coverage and expanded internet bandwidth	With TechQual Data supporting the requirement funding was provided to install additional wireless access points in expand service on campus and address internet bandwidth needs. Number of access points increased from 437 to over 850. Joint funding between Housing and IT resulted in as investment of \$280,000 which allowed for project completed in July 2012 ahead of the student move in day in late August.



DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2012-2013	Identify opportunities for IT Staff to share best practices with the higher education committee with presentations, Publications and service	With multiple new services designed to implement the initiatives of the IT master plan identified best practices to share	Staff accomplishments were documented in the first ever IT Annual Report f 2012-2013, plus article in <i>Campus Technology</i> : "Raising the Bar for IT"	Presentations at Tennessee Symposium, Gig City Panel, Online Educause, Go Print, HighEDWeb, EMS Academic Scheduling, Ellucian Summit , Tenn Higher Ed IT Symposium and others,
Information Technology	2012-2013	Implementation of My Mocs Degree	Completing College Tennessee Act focuses on student success and four year graduations	Analysis of the CAPP degree audit program identified opportunities to improve student degree audit and advising	MyMocsDegree went live in Feb 2012 to support all students in catalog year2008-09 forward. "Invaluable tool for students and faculty" Graduating senior 2013
Information Technology	2012-2013	Event Management System campus wide implementation	The need to have a single online service to schedule all rooms on campus to maximize room usage	Analysis demonstrated importance of consolidated campus wide event scheduling and management system.	Campus wide partnership between Academics, Con Ed, University Center and Athletics collaborated in successful upgrade to EMS to current version to maximize all campus facilities. Funding was centralized with support from the Tech Fund

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2012-2013	Consolidated Computer Purchasing	With the success of the pilot consolidated computer purchase plan, recommendation was made to consolidate all computer purchases	IT conducted additional consolidated computer purchases and continued to see savings to the University	Submitted recommendations to consolidate all computer purchases on monthly schedule to reduce cost and provide for significantly enhanced inventory management
Information Technology	2012-2013	Web Site Redesign identified as one of the major initiatives of the IT Master Plan.	Extensive review of University web use and impact on student success led to new content management software(Omniupdate) and total redesign of campus web to focus on Students First	Collaborative project between Information Technology, University Relations, Teaching Resources, and the Library which included design and training of campus web developers	New web design, a new UTC emergency alert site, which encourages the use of event calendars, blog (News) feeds on department sites.
Information Technology	2012-2013	High definition Video Systems ( mobile and fixed)	Based on success of the Pilot HD video cart program and positive feedback from student, faculty and staff, decision to expand program	Media Resources has developed plan to add additional HD Video carts and selected fixed sites to additional major campus buildings	Additional systems have been installed in Hunter Hall supporting Teacher Resource Center, Fletcher Hall supporting Continuing Educations and Metro supporting School of Nursing

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2012-2013	Global Environment for Network Innovations(GENI)	Approval of installation of the Chattanooga GENI rack in the UTC Data Center was provided and EPB Fiber transferred to GENI rack to UTC to server as Chattanooga Geni Rack	Research imitative identified by UTC Computer Science Professors to support development of GENI. Preliminary Network design efforts started to provide GENI 10Gb connection to GENI racks nationwide.	GENI rack to combine power of multiple GENI Racks to created "meta" Cluster of services using distributed architecture and high speed 10GB connection to be proving ground to create next generation "Internet"
Information Technology	2012-2013	Field trial of desktop virtualization services to replace desk top computers as proof of concept	VDI in a Box with 100 Ncomputing devices selected , server installed in Hunter Data Center	Initial deployment of VDI in a Box supporting College of Business identified some technical issues that were resolved	The initial 100 devices demonstrated value by reducing the cost of traditional computer by 52% with double life cycle. Additional 100 units deployed in Library Bursars office
Information Technology	2012-2013	UTC IT Reorganization to support Master Plan initiatives of consolidation of IT Resources to improve functionality and provide more efficient, effective and customer services to Students, Faculty and Staff	Data review and multiple meetings with Deans, Department Heads, Ask the CIO and review of TechQual+ data provided new IT organization structure that embraced the Participant IT technology liaisons	IT Organization functional alignment to include Security and Project management, Office of the CIO, Client services, Academic Computing and Infrastructure	New alignment forces on improved communication between units, more effective business processes to enhance customer services and focus on collaboration with all IT staff

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2012-2013	UTC Geographic Information system (GIS) Campus impact includes Classroom learning, Facilities and Operations Use and Applied Research	GIS technology integrated into three departments providing student students opportunities in these high growth industries. Support provide to UTC Emergency Operations Center	Grant funding supported 16 County regional planning effort THRIVE 2055 Additional work with Ochs Center, SimCenter and CoLabs Mozilla Hackathon provide faculty and students opportunity to learn and contribute to the community as part of an engaged metropolitan university	Continued efforts to focus on use of GIS technology for expanded training opportunities and sharing of resources across the University.
Information Technology	2013-2014	Provide sufficient Internet bandwidth to support campus requirements	Continue to proactively monitor bandwidth use and track trends, submit budget request to expand funding	As campus requirements expand add additional bandwidth	Continue to meet expanded bandwidth requirements by working to identify and fund additional bandwidth in the next year
Information Technology	2013-2014	Classroom smart podiums were installed 2002 -2003 and need major refresh of major equipment systems	Continued to work with Faculty Senate Classroom Technology Committee who will survey classrooms and define requirements	Plan to upgraded all funded upgrades and installed new podium requirements based on priority of Classroom Technology Committee	Plan to submit Tech Fee proposal for funding to support upgrades and to install additional podiums identified by Classroom Technology Committee with annual request of \$200,000 funding to maintain the UTC investment of over \$2 million in all podium systems.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2013-2014	Improve understanding of customer requirements and perception of IT services for the entire campus	Plan to conduct the fifth annual TechQual+ survey in fall of 2013 to continue identifying customer concerns and ways to meet new campus requirements	Analysis of the TechQual+ data continued to track IT support trends and identify new requirements	Use TechQual+ data to focus on most important IT issues for the campus and submit budget requests to meet the expanded needs
Information Technology	2013-2014	Improving Wireless coverage on campus	Data clearly demonstrates the expanded use of wireless service on campus by students, faculty and staff. The expanded use of high speed (1Gb)connections to wireless access points	To meet this expanded demand Network Services has begun upgrade plan to move from 2.4 Ghz services to 5 GHz which requires denser deployment of access points	Improving student access to the wireless network clearly supports leveraging technology to support student success and the Tennessee Complete College Act. Estimated that the campus will have over 1000 wireless access point installed by start of fall semester 2013. This represents an investment by the campus of over one million dollars

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Information Technology	2013-2014	Web site Enhancements to expand web focus on student success	Continue collaborative efforts with University Relations, Teacher Resource Center and the Library to enhance training and meet new needs	Plan to use feedback from campus web users and incorporate TechQual+ data to focus on improving student, faculty and staff experience with the new web site. Launch of new Library web site is scheduled	Providing improved content management will allow all users more information and enhanced transparency on how the University operates
information Technology	2013-2014	High definition Video Systems (mobile and fixed)	Demand for video conferencing expected to increase over the next several years. Additional units to be installed to meet demand	As more HD video conference units are installed campus will benefit from availability of services to enhance teaching and administrative use	Developing plan to install additional units to maximize benefit to students in key academic buildings
Information Technology	2013-2014	Global Environment for Network Innovations(GENI)	GENI Rack will be used to provide intensive number crunching capability using high speed connectivity	UTC completing engineering to install 10Gb connection during this fiscal year	High speed connectivity will allow UTC faculty and students to research and create the next generation computing and networking technologies
Information Technology	2013-2014	VDI in a Box Virtual lab partnership with academic and administrative organizations expansion	Initial deployment of 200 Ncomputing devices demonstrated full functionality of Windows 7 and reduced cost	The Ncomputing N500 unit delivers full HD 1080P for 5 watts of power in contrast to traditional computer use of 150 watts per hour	Planning to continue deployment of VDI in a Box to replace additional 300 traditional computers in next FY, additional units may be installed. Basic cost of 100 units is \$83,000.

**Facilities/Operations**

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 11-12	Implement 2010 Master Plan for Campus Development  <i>Accomplish new construction, upgrades, &amp; renovations</i>	<b>Measures:</b> <ul style="list-style-type: none"> <li>• Area Impacted</li> <li>• Dollars Spent</li> <li>• Number of Discreet Projects</li> </ul>	Major progress was made toward the construction of the new library, and design on the renovations to the existing library building and the Fine Arts Center (\$31.5 million) began. Renovations to Holt and Brock Halls (\$9.4 million total) came under design.	New Construction helped maintain services in the face of increasing enrolment & evolving student needs.  Major renovations accomplished two major goals: They extend useful life and accommodate changing program needs.
Facilities Planning and Management	FY 11-12	Implement 2010 Master Plan for Campus Development  <i>Incorporate Campus Site Improvements</i>	<b>Measures:</b> <ul style="list-style-type: none"> <li>• Area Impacted</li> <li>• Dollars Spent</li> <li>• Number of Discreet Projects</li> </ul>	Completion of the Baldwin Pedestrian Mall and further site improvements associated with the new library were completed.	Site improvements allow us to deal with increased pedestrian traffic, improves accessibility, and provides a safer, more secure campus.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 11-12	Implement 2010 Master Plan for Campus Development  <i>Real Property Oversight</i>	<b>Measures:</b> <ul style="list-style-type: none"> <li>• Area Impacted</li> <li>• Dollars Spent</li> <li>• Number of Discreet Projects</li> </ul>	Proceeded with property acquisition as directed by the 2010 Campus Master Plan. Tentative properties are on McCallie or other properties adjacent/near the campus proper.	Property acquisition allowed us to respond to increased parking needs, programmatic expansions, & puts us in a position to deal with future campus growth.
Facilities Planning and Management	FY 11-12	Reduce E&G Utility Cost & Minimize Environmental Impact through: <ul style="list-style-type: none"> <li>- minimizing rates</li> <li>- reducing consumption</li> <li>- managing recoveries</li> </ul>	<b>Measures:</b> <ul style="list-style-type: none"> <li>• \$/ E&amp;G GSF</li> <li>• Gallons/ E&amp;G GSF</li> <li>• MBTU/ E&amp;G GSF</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced energy and water use per square foot by more than two-thirds from peak historical use. This has resulted in almost \$39 million in cost avoidance in the last ten years. FY 11-12 E&amp;G \$/SF increased 4.4% and Gal/SF increased 5.5% however; energy use of MBTU/SF decreased 3.2% from the previous year. Water use increase was probably due to startup and completion of the Natatorium project.</li> <li>• Completed over \$13 million in energy and water conservation projects over five years</li> </ul>	Additional staffing and equipment upgrades needed for further improvement. Efforts will continue to complete building sub metering, energy performance contracts and operation sequence changes



DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 11-12	Campus Physical Security Improvements: <i>Card Access- exterior entrances, critical classrooms &amp; labs</i>	<b>Measure:</b> <ul style="list-style-type: none"> <li>• Number of doors</li> <li>• Number of buildings with remote lockdown capability</li> </ul>	The \$3.7 million Campus Safety and Security Improvements capital project was approved for funding.	We continued working with Safety/Risk Management and Public Safety to refine the program for this capital project.
Facilities Planning and Management	FY 11-12	Campus Physical Security Improvements: <i>Install &amp; utilize video surveillance in key campus locations</i>	<b>Measure:</b> Number of Cameras	The \$3.7 million Campus Safety and Security Improvements capital project was approved for funding.	We continued working with Safety/Risk Management and Public Safety to refine the program for this capital project.
Facilities Planning and Management	FY 11-12	Assess, maintain, & repair current physical resources: <i>CMMS- Introduce &amp; promote "Self Help" module to the campus</i>	<b>Target:</b> Continue training sessions for campus users and launch a "marketing campaign" that educates customers on the benefits of using the systems.	In 11-12, the percentage of user requests via the self-help module grew by 10%.	The self-help module provided a high degree of operational transparency and level of information. Increases accountability.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 11-12	<p>Assess, maintain, &amp; repair current physical resources:</p> <p><i>CMMS- Expand reporting capabilities of new system (improve billing process)</i></p>	<p><b>Target:</b> Continue to make quantifiable improvements to the report &amp; closing process; continuously increasing the speed &amp; accuracy of the closing process while decreasing the effort required.</p>	<p>In 11-12, the extraction process for billing was significantly refined.</p> <p>As closing becomes less time consuming, it will be far easier to tie it into a cumulative project list that provides leadership with up-to-date expenses.</p>	<p>An accurate, low-effort closing process allowed timelier billing, which in turn will allow Facilities and other departments to a more accurate accounting of actual and obligated expenses.</p>
Facilities Planning and Management	FY 11-12	<p>Assess, maintain, &amp; repair current physical resources:</p> <p><i>CMMS- Establish "staple" reports to monitor day to day activity</i></p>	<p><b>Target:</b> Complete process for batch downloads of data that can be accessed with non-Oracle report writing tools (such as Access).</p> <p>Become fluent in direct SQL reporting tool that is due with release of new version of famis (Xi)</p>	<p>The batch download process and the implantation of Xi should be complete in 11-12. This will provide a much simpler and accessible means of report writing.</p> <p>*NOTE: This did not work. We ended up establishing an ODBC connection which links the database to Access. It works well.</p>	<p>Being able to extract historic data and organize it in meaningful ways was essential in monitoring organizational performance and identifying opportunities for improvement.</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 11-12	<p>Assess, maintain, &amp; repair current physical resources:</p> <p><i>Reinstitute Minor Maintenance program</i></p>	<p><b>Target:</b> Have completed Minor Maintenance Projects in three major academic buildings (Hunter, Brock, and Holt) and, by fall of 2011, have a quantifiable history of results for the team that can be used to gauge value of the positions.</p>	<p>In 11-12, the Stimulus funds for the minor maintenance team expire. At that point, we want to have established a consistent history of achievement that can be benchmarked against other methods of accomplishing work (i.e.; traditional staffing structure, contracted work). *NOTE: The minor maintenance team was re-staffed and is in operation.</p>	<p>The minor-maintenance team provided a cost effective, customer-centric approach to facilities improvements and repairs. Their mission is to provide a more conducive learning &amp; teaching environment by way of aesthetic improvements and minor repairs.</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 12-13	<p>Implement 2000 Master Plan: <i>Accomplish New construction, upgrades, &amp; Renovations</i></p> <p>New Construction helps maintain services in the face of increasing enrolment &amp; evolving student needs.</p> <p>Major renovations accomplish two major goals: They Rehab buildings to extend useful life, &amp; help us accommodate changing programmatic needs in the buildings.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Area Impacted</li> <li>• Dollars Spent</li> <li>• Number of Discreet Projects</li> </ul>	<p><b>Area Impacted:</b> 636,000 s.f.</p> <p><b>Dollars Spent:</b> \$64,000,000</p> <p><b>Number of Projects:</b> 9</p> <ul style="list-style-type: none"> <li>• METRO RENOVATION-PHASE 2</li> <li>• PATTEN HOUSE EXTERIORS PROJECT</li> <li>• PEDESTRAIN MALL PHASE II PROJECT</li> <li>• MAC GYM SPRINKLER</li> <li>• BRETSKE HALL RENOVATIONS</li> <li>• ARENA SEATING IMPROVEMENTS</li> <li>• BOILER REPLACEMENT PHASE II</li> <li>• FIRE ALARM -MAC GYM &amp; 605 OAK</li> <li>• NEW LIBRARY CONSTRUCTION</li> </ul>	<p>Completion of:</p> <ul style="list-style-type: none"> <li>• Metro Renovation Phase II</li> <li>• Pedestrian Mall Phase II</li> <li>• Arena Seating Improvements</li> <li>• New Library Construction</li> <li>• Design for Holt Improvements</li> <li>• Design for Central Energy System Expansion Project</li> </ul> <p>Design for Founders Elevator Addition</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 12-13	<p>Implement 2000 Master Plan for Campus Development</p> <p><i>Incorporate campus site improvements</i></p> <p>Site improvements allow us to deal with increased pedestrian traffic, improves accessibility, and provides a safer, more secure campus.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Area Impacted</li> <li>• Dollars Spent</li> <li>• Number of Discreet Projects</li> </ul>	<p><b>Area Impacted:</b></p> <p><b>Dollars Spent:</b></p> <p><b>Number of Projects: 2</b></p> <p>Red Cross Building 801 McCallie</p>	<p>Our next step will be the acquisition of State Office Buildings</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 12-13	<p>Reduce E&amp;G Utility Cost &amp; Minimize Environmental Impact through:</p> <ul style="list-style-type: none"> <li>• minimizing rates</li> <li>• reducing consumption</li> <li>• managing recoveries</li> </ul> <p>Utility use has a significant impact on operating budgets as well as greenhouse gas emissions</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• \$/ E&amp;G GSF</li> <li>• Gallons/ E&amp;G GSF</li> <li>• MBTU/ E&amp;G GSF</li> </ul>	<p>\$/ GSF: .48% decrease  Gal/ GSF: .42% increase  MBTU/ GSF: 4.04% increase  Cost-avoidance based on a FY 97-98 baseline: \$4,610,865.  Reduced energy and water use per square foot remains more than two-thirds from peak historical use. This has resulted in almost \$42 million in cost avoidance in the last ten years. The energy and water use increases are primarily due to more utility intensive facility types coming on line recently, further landscape development and construction utilities. Maintenance of a slight reduction in cost per SF is largely due to reduced NG prices this FY.</p>	<ul style="list-style-type: none"> <li>•Utility sub metering at building level is 100% complete and accuracy verified. Metered utility data used to develop further energy reduction measures and track utility rate trends.</li> <li>•Completed energy distribution assessment and submitted capital project requests accordingly.</li> <li>•Will disclose a \$2.7 million Lighting Upgrade capital project in Jun 2013</li> <li>•Received Green Fee funds for control and lighting upgrades as well as irrigation control system to reduce water use.</li> </ul>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 12-13	<p>Sustainability Initiatives: Update Greenhouse Gas Inventory and Assess Progress</p> <p>The GGI provides a uniform assessment of UTC's greenhouse gas emissions, in keeping with the Chancellor's commitment to reduce the campus carbon footprint.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Submission of completed GGI to the ACUPCC</li> <li>• Complete analysis of emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• The updated GGI was submitted to the ACUPCC in a timely manner.</li> <li>• Scope 1 emissions (primarily natural gas consumption) were reduced by 6.4%</li> <li>• Scope 2 emissions (purchased electricity) increased by 4.8%</li> <li>• Scope 3 emissions (primarily student commuting) increased by 10%</li> </ul>	<p>Next Steps:</p> <ul style="list-style-type: none"> <li>*Update the UTC Climate Action Plan.</li> <li>*Continue implementation of CAP and Effectiveness/Efficiency Committee recommendations</li> </ul> <p>Improvements: For 2014-15 GGI Update, improve Scope 3 data collection methods</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 12-13	<p>Campus Physical Security Improvements:</p> <p><i>Card Access- exterior entrances, critical classrooms &amp; labs</i></p> <p>Card Access enhances security while providing more flexible and timely access. Remote lockdown provides improved emergency response.</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of doors (student service areas &amp; academic areas)</li> <li>• Number of buildings with remote lockdown capability.</li> </ul>	<ul style="list-style-type: none"> <li>• Bretske- installed card access &amp; additional card readers</li> <li>• EMCS 311, 405 installation</li> <li>• ARC-student database to card reader link &amp; various interior doors</li> <li>• Grote Hall- rooms 211, 210, 214</li> <li>• Racquet Center card access</li> <li>• Stagmaier entrance doors</li> <li>• Lupton Library 343</li> <li>• Fletcher 422</li> </ul>	<p>The upcoming capital project for campus wide card access &amp; video enhancements will allow us to ensure that virtually all campus buildings have perimeter card access with remote lockdown capabilities. Critical interior areas will also receive card access capabilities.</p>



DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 13-14	<p>Implement 2012 Master Plan: <i>Accomplish New construction, upgrades, &amp; Renovations</i></p> <p>New Construction helps maintain services in the face of increasing enrolment &amp; evolving student needs.</p> <p>Major renovations accomplish two major goals: They Rehab buildings to extend useful life, &amp; help us accommodate changing programmatic needs in the buildings.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Area Impacted</li> <li>• Dollars Spent</li> <li>• Number of Discreet Projects</li> </ul> <p><b>Goals:</b> Completion of:</p> <ul style="list-style-type: none"> <li>• Metro Renovation Phase II</li> <li>• Arena Seating Improvements</li> <li>• New Library Construction</li> <li>• Design for Holt Improvements</li> <li>• Design for Central Energy System Expansion Project</li> <li>• Design for Founders Elevator Addition</li> </ul>	<p><b>Projected Outcomes:</b> We expect to complete the following projects:</p> <ul style="list-style-type: none"> <li>• Metro Renovation Phase II</li> <li>• Arena Seating Improvements</li> <li>• New Library Construction</li> <li>• Design for Holt Improvements</li> <li>• Design for Central Energy System Expansion Project</li> <li>• Design for Founders Elevator Addition</li> </ul>	<p>Completion of the listed projects will result in dramatic improvements to the functionality and aesthetics of our campus by updating existing buildings, constructing new state-of-the-art facilities, and bolstering our mechanical infrastructure.</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 13-14	<p>Implement 2012 Master Plan for Campus Development</p> <p><i>Incorporate campus site improvements</i></p> <p>Site improvements allow us to deal with increased pedestrian traffic, improves accessibility, and provides a safer, more secure campus.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Area Impacted</li> <li>• Dollars Spent</li> <li>• Number of Discreet Projects</li> </ul> <p><b>Goals:</b> Completion of:</p> <ul style="list-style-type: none"> <li>• Pedestrian Mall Phase II</li> <li>• New Library Plaza</li> <li>• Design for Chamberlain Field</li> </ul>	<p><b>Projected Outcomes:</b> We expect to complete the following projects:</p> <ul style="list-style-type: none"> <li>• Pedestrian Mall Phase II</li> <li>• New Library Plaza</li> <li>• Design for Chamberlain Field</li> </ul>	<p>Completion of the new library plaza and the second phase of the pedestrian mall project will transform the heart of the campus and create vibrant new outdoor space that dramatically enhances both the beauty and accessibility of the U.T.C. campus.</p>
Facilities Planning and Management	FY 13-14	<p>Implement 2012 Master Plan for Campus Development</p> <p><i>Real Property Oversight</i></p> <p>Property acquisition allows us to respond to increased parking needs, programmatic expansions, &amp; puts us in a position to deal with future campus growth.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Area Impacted</li> <li>• Dollars Spent</li> <li>• Number of Discreet Projects</li> </ul> <p><b>Goals:</b> Acquisition of State Office Buildings</p>	<p><b>Projected Outcomes:</b> We expect to acquire the State Office Buildings during FY 13-14. Once in the possession of UTC, we will make any repairs, modification, etc. necessary to ensure safety &amp; usability.</p>	<p>Acquisition of these properties will help the university recognize its vision for the future by providing room for growth.</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 13-14	<p>Reduce E&amp;G Utility Cost &amp; Minimize Environmental Impact through:</p> <ul style="list-style-type: none"> <li>• minimizing rates</li> <li>• reducing consumption</li> <li>• managing recoveries</li> </ul> <p>Utility use has a significant impact on operating budgets as well as greenhouse gas emissions</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• \$/ E&amp;G GSF</li> <li>• Gallons/ E&amp;G GSF</li> <li>• MBTU/ E&amp;G GSF</li> </ul>	<p>We expect to marginally offset the increased utility costs associated with campus growth &amp; the addition of utility intensive buildings through the use of modern, more efficient equipment and operating practices.</p>	<p>As the campus continues to grow and the percentage of utility intensive structures increases, prudent management of utility costs becomes increasingly important and can culminate in millions of dollars of cost avoidance over time.</p>
Facilities Planning and Management	FY 13-14	<p>Sustainability Initiatives Maximize opportunities to reduce utility usage and conserve financial resources</p> <p>Reducing the use of natural gas, electricity, and water conserves environmental resources as well as well as financial resources.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Participation in energy grant and financial incentive programs</li> <li>• Number of energy-efficient projects initiated and completed</li> </ul>	<p>We expect to receive some financial assistance from energy grants and financial incentives, and should complete several energy efficient projects.</p>	<p>Reducing the use of natural gas, electricity, and water conserves environmental resources as well as financial resources.</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 13-14	<p>Campus Physical Security Improvements:</p> <p><i>Install &amp; utilize video surveillance in key campus locations</i></p> <p>Strategically placed video surveillance enhances campus security; it's presence acts as a deterrent to criminal behavior and, in the event of a crime, it serves as an invaluable tool to law enforcement.</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of Cameras</li> <li>• Software upgrades</li> </ul> <p><b>Goals:</b></p> <p>For 13-14, we will be working to complete exterior camera upgrades on campus buildings. Our initial upgrades will be at the UC, Lupton Library, Admin Building, and Guerry.</p>	<p><b>Projected Outcomes:</b></p> <p>We expect to complete camera upgrades at the UC, Lupton Library, Admin Building, and Guerry.</p>	<p>The camera upgrades we have planned for FY 13-14 will enhance the functionality of the existing cameras in the UC, Lupton Library, Admin Building, and Guerry.</p>

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Facilities Planning and Management	FY 13-14	<p>Complete Departmental Requests &amp; Service Calls in a timely, high quality, cost effective manner.</p> <p>“Service Calls” are reactive M&amp;R work orders that require little planning and are typically in-house.</p> <p>“Departmental Requests” are reimbursable work orders that require relatively little planning &amp; have costs below \$5k.</p> <p>While these requests often equate to less than 5% of our total expenditures, they constitute over 90% of the requests received.</p> <p>And, in most cases, the value of our service to our customers is gauged by the timeliness, cost, and quality of our responses to these types of requests.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Dollars Spent</li> <li>• Number of Requests</li> <li>• Average Delinquency Rate (S&amp;D’s)</li> <li>• Average Direct Time</li> <li>• Customer Survey ratings</li> </ul>	<p><b>Projected Outcomes:</b></p> <p>Through the use of regular scheduling meetings, improved reports, and evolving business processes we expect to see demonstrable improvements in the timeliness, cost effectiveness, and quality of our in-house services.</p>	<p>Three of the core competencies of our in-house maintenance staff are responsiveness, in-depth knowledge of the campus, and exceptional customer service.</p> <p>Knowledge of the campus is primarily learned through experience. But, responsiveness and customer service can be increased through communication and streamlining of our business processes. Improvements in these areas equip us to better support the Universities mission.</p>
END FY 13-14					

### Campus Public Safety

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Campus Public Safety	2011-2012	Replace and upgrade old and worn-out equipment and uniforms	Professional standards of equipment and uniforms improve perception of department and image of officers, boosting morale within the department while upgrading outdated equipment is necessary for officer safety	Upgraded supplies issued to all officers and personnel	Better appearance of officers increases respect of community and providing adequate equipment to officers is necessary for their safety and the UTC community
Campus Public Safety	2011-2012	Improve and establish a reliable chain-of-command for the whole department	Consulted with outside agencies for the establishment of such structure	To propose a two division department consisting of a patrol division and a support services division	Such a department would allow for better communication among all ranks throughout the entire department
Campus Public Safety	2011-2012	Fill position of Accreditation manager	Qualification based form CALEA standards	Able to start Accreditation Process	Completion of Accreditation of the UTC Police Department
Campus Public Safety	2011-2012	Start 36 month Accreditation Process	In-depth review of CALEA standards, consulting with outside agencies and CALEA	Accreditation Achieved, 36 months form start date	Higher standards for department, reduces liability, greater accountability within department, reduces risk of civil lawsuits
Campus Public Safety	2011-2012	Fill all vacant positions within the Police Department	Overview of critical areas with the department to focus hiring	Fully staffed	Lower overtime output, boost overall department morale, cut stress of overworked personnel

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Campus Public Safety	2011-2012	Implementation of Auxiliary Police Force	In-depth study of POST regulations	Term police to fill shifts when fulltime personnel are out	With this implementation, overtime significantly reduced while keeping full staffing levels
Campus Public Safety	<b>2012-2013</b>	Adopt 12 hour shifts, with rotation plan which ensures that experienced personnel are available and on-duty 24 hours per day.	Positive feedback from staff regarding change	Move Uniformed Patrol and Security Communications to 12 hour shifts	Anticipated enhancement of teamwork, lower use of sick leave and improved distribution of experience throughout department. Better service to campus.
Campus Public Safety	<b>2012-2013</b>	Professional Accreditation for agency, using the Tennessee Law Enforcement Accreditation process, which will meet all immediate needs	Accreditation has been a topic of interest to administration for several years, Tennessee Assn. of Chiefs of Police – TN Law Enforcement Accreditation (TLEA) Program has emerged as the best choice.	Promising progress made in policy development, needed for accreditation. New Graduate Assistant needed. For effective and timely transition – program funding needed.	UTC has accreditation a priority to close the gap between UTC and other TN institutions that are accredited. Anticipate improved accountability and lowering potential liability for University.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Campus Public Safety	<b>2012-2013</b>	Investigations, Evidence, property, and equipment maintenance staff person needed. This would ideally be an experienced technical investigator, with crime scene experience, that could also serve in multiple roles for utility to the department	Criminal Investigation assistance, found property and evidence management and maintenance of equipment staff needed to ensure that all relevant requirements from Audit, TN Department of Safety, state laws and court mandates met	Staff person – commissioned required to manage case evidence, subpoena, property, and records. Will seek more appropriate funding levels from Auxiliary Unit customers, both existing and newly defined.	More timely and efficient use of technology, such as cameras, access, in-car video, computer records, case files, and other investigative and records support. Lead crime scene investigations to ensure that documentation of serious crimes occurs professionally.
Campus Public Safety	<b>2012-2013</b>	Durable equipment replacement and upgrade. Training funds needed for effective use.	Ballistic Vests are timing out of warranty, Tasers are broken and in need of replacement, bicycles, weapons are out of date, and upgrades to support current responses to campus threats need to be addressed. Will seek more appropriate funding levels from Auxiliary Unit customers, both existing and newly defined.	Equipment budget needed. First year will be a catch-up year, replacement of durable equipment on a five year plan will ensure that maximum efficiency occurs with minimum costs	Replacement of life safety and crime response equipment. Improved ability to respond to crimes in progress and enhancing response capability. Basic certifications or instructor certifications as needed. These supplies and equipment needed to ensure that tools are available meet potential threats.



DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Campus Public Safety	2012-2013	Improving department visibility and image, increasing customer access to resources, and meeting emerging needs.	Mandatory changes to Website are underway. New patrol vehicle designs. Electronic forms for information on website	Technology and customer service improvements. Visible changes to marked vehicles, department area, and website.	Better access to support departmental mission for students, faculty, and staff.
Campus Public Safety	2012-2013	Better use of existing data to ensure that Residence Life customers are served as efficiently as possible.	Additional training for Residence Life Sergeant to ensure that data is searched for victimization patterns to better support the crime prevention program.	Improved performance in Residence Life, with an effectively supported crime prevention program.	Better retention of students through crime prevention and positive interaction with Public Safety staff.
Campus Public Safety	2013-2014	Adopt 12 hour shifts, with rotation plan which ensures that experienced personnel are available and on-duty 24 hours per day.	Continued research of best practices to address common staffing issues in public safety reviewed, summarized and considered	Pending survey of staff to seek any alternative plan, ensure their buy in the process and minimize operational disruption.	Survey results will drive operational changes for mission support and performance improvement.
Campus Public Safety	2013-2014	Professional Accreditation for agency, using the Tennessee Law Enforcement Accreditation process, which will meet all immediate needs	Accreditation has been a topic of interest to administration for several years, Tennessee Assn. of Chiefs of Police – TN Law Enforcement Accreditation (TLEA) Program has emerged as the best choice. Program funding needed to speed progress	The TLEA process is a lighter and more relevant accreditation process, however staffing will need to be increased for organizational improvement to become concrete. Funding will drive this process.	If funded, anticipate fundamentally improving organizational character, professionalism, and performance.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Campus Public Safety	2013-2014	Investigations, Evidence, property, and equipment maintenance staff person needed. This would ideally be an experienced technical investigator, with crime scene experience, that could also serve in multiple roles for utility to the department	Criminal Investigation assistance, found property and evidence management , and maintenance of equipment staff needed to ensure that all relevant requirements from Audit, TN Department of Safety, state laws and court mandates met. The changing character of the crimes reported, emerging trends in homeland security, and other crisis management issues necessitate growth in this direction.	A technical investigator that could meet multiple challenges would benefit the UTC Community by increasing availability and improving certainty of effective resolution or prosecution of incidents.	If funded, anticipate benefits of accountability for criminal behavior, more effective local and federal interactions on major crimes, and support for organizational change.
Campus Public Safety	2013-2014	Durable equipment replacement and upgrade. Training funds needed for effective use.	Ballistic Vests and Tasers need replacement. Bicycles and weapons are out of date. Upgrades to support current responses to campus threats need to be addressed. Will seek more appropriate funding levels from Auxiliary Unit customers, both existing and newly defined.	Trending national violent crime in higher education has adversely affected morale and confidence of staff with regard to ability to perform in crisis.	If funded, anticipate improved morale, training for violent threats, and an increase in professional confidence of staff.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Campus Public Safety	2013-2014	Improving department visibility and image, increasing customer access to resources, and meeting emerging needs.	Mandatory changes to Website are underway. New patrol vehicle designs. Electronic forms for information on website	Patrol vehicle upgrade project has significant promise. Staff was involved in planning and execution of program. Electronic forms and other customer service improvements have been sparse due to resources and command staff performing administrative tasks.	Seeking funds for an administrative support position to advance progress in this area.
Campus Public Safety	2013-2014	Designate Cleary Compliance Officer	Ensure all aspects of Cleary compliance are met. Training and administrative support will be required.	Increasing Cleary requirements at the federal level, the "Dear Colleague" letter from the Department of Education regarding Title IX, and nationally observed failings at other higher education institutions are a real and significant problem.	Will allow for more frequent review of incoming data to ensure that no trends are unreported, that requirements of Title IX are pushed down to the supervisory level, and improve ability to comply with external mandates.

### Auxiliaries

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Auxiliaries	2011-2012	Freshman Dining Facility	Implement “all you care to eat” dining facility for freshman meal plan	Dining counts and survey instruments	<p>Greater number of students using dining facilities and improved customer service.</p> <p>2012 Increase in commissions \$641,446 2013 Increase in commissions \$81,175</p>
Auxiliaries	2011-2012	Non-Resident Meal Plans	Implement meal plan for non-resident commuter students	Dining counts and survey instruments	<p>Improved customer service</p> <p>200+ commuter meal plans sold. Approx. increase in revenue \$106,348</p>
Auxiliaries	2011-2012	Utilize TDM to make more efficient use of parking areas.	Analyze existing allocation system and rate structure to identify possible improvements to increase customer satisfaction	Parking Authority Committee will report information to Auxiliary Services and make recommendations for improvement	Redesign parking based on results, improve parking lot monitoring, look for alternative parking spaces (e.g. parking garage, purchase/lease of lots, park and ride).

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Auxiliaries	2012-2013	Implement new point of sale system for UTC Bookstore	Analyze existing system and integrate rental program into registers to reduce wait time for students	Survey instruments and in-store interviews	With the implementation of the new point of sale program our students experience shorter wait times in-store check out
Auxiliaries	2012-2013	UTC Dining Services will increase student employment by 10% over prior year.	Recruit student workers via advertising available jobs and highlighting benefits of working on campus.	Track student employment opportunities	Student employment has increased over 30% in UTC Dining Services

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
Auxiliaries	2013-2014	Bookstore Bid	Need for a corporate partner to manage the on-campus bookstore and provide merchandise for athletic events.	New contract will begin November 2013 to bring new and innovative services to our students	It will provide a new and improved campus book store. Customer surveys and Bookstore Committee will be used to evaluate customer satisfaction.
Auxiliaries	2013-2014	Faculty Center Network	Enable faculty members to conduct book searches that are quick and easy. By entering an ISBN, author or title they can search over a quarter of a million titles. They will also be given approximate price of each book so they can know the cost for their students before they select it.	Analyze products and services offered by the UTC Bookstore.	Faculty Senate Bookstore Committee will be utilized for feedback

### Human Resources

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2011/2012	Performance Management: Develop and implement PM systems whereby staff performance is effectively monitored, feedback given and received, and training to enhance performance is identified.	Collect at least 95% of 2010 staff performance reviews and track Individual Development Plan (IDP) entries related to knowledge, skills, abilities (KSAs), and experiences needed for staff member development.	2010 performance reviews were received for 96.9% of eligible staff members. IDP entries are still being tracked by student-worker assistance.	Effectively identifying KSAs and experiences needed to improve the competencies of current staff members will improve overall employee performance and assist
FOIT: Human Resources	2011/2012	Training Advisory Group Taskforces: Develop three taskforces, consisting of both faculty & staff members, to address specific UTC training needs and improve training offerings.	Each taskforce (IRIS/Business Processes, Customer Service, & Management) collected and analyzed UTC training needs among survey instruments.	Customer Service taskforce aligned with IT customer service training needs and reviewed Techqual survey data over previous three years, identifying three areas of needed training. IRIS taskforce developed electronic survey and distributed it to all IRIS users, identifying top three training needs. Management taskforce developed electronic survey and held three focus group sessions, identifying top ten training needs.	Identified training needs for all three taskforces used to improve the offerings, delivery, and effectiveness of training on the UTC campus, assisting in the development of staff competencies.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2011/2012	Implementation of new Applicant Tracking System (ATS), Taleo: New system will allow for electronic application submissions, application management, and submission of employment documents.	HR personnel/recruiters attended UT system training and returned to deliver Taleo training to UTC and develop a Taleo Toolkit to assist hiring managers and hiring assistants with use of the new system.	Within the first two months of implementation, nearly 20% of UTC staff was trained on Taleo in face-to-face sessions. Toolkit was developed and posted among HR website. Within 90 days of implementation, UTC saw a 100% increase in application submissions.	Increasing the accessibility and ease of application submissions for UTC improved the recruitment and selection of qualified individuals. Increased efficiency and effectiveness in hiring procedures to better assist hiring departments through the selection process.
FOIT: Human Resources	2011/2012	Compensation Plan Development: Improving compensation across the campus to make pay more competitive, thus impacting turnover, attracting, and retention of talent.	UTC has been charged with developing a new compensation plan for UTC employees. HR has been tasked with leading this project.	Compensation plan developed and ready for application. In addition to 2.5% equity increases effective 7/1, during the 2012 fall semester, we expect to implement another phase of market and equity adjustments. The goal is to bring all faculty and staff to at least 75 percent of the market average in compensation. Additionally, a pool of funds is planned to be made available for funding a merit/bonus plan to award outstanding service and performance.	Improved retention through addressing compensation. This lead to a more engaged workforce and more continuity across the campus. It furthers the Employer of Choice model by attracting and retaining talent to UTC through competitive compensation.



DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2011/2012	Employee Engagement Survey: Use this instrument to allow employees to have a voice in the direction of the university, both what we do well and where areas of opportunity exist.	UT system wide employee survey administered by Modern Think. Campus HR assists in communicating the message and encouraging the participation of UTC employees. Results will be used to target areas of improvement at UTC through open forums and strategic planning.	Our campus had a total of 743 surveys sent to employees. Of those, 1,196 responded. This equals a response rate of 62%. This far exceeded the anticipated response rate of 38-43%. Our campus was on average with all of UT (61%).	The ultimate goal is a tieback to the Employer of Choice modeling. In order to make UTC a desirable workplace, it is imperative to properly utilize the results of the survey in addressing the areas of improvement identified.
FOIT: Human Resources	2011/2012	UTC Faculty/Staff CARE Team: Efforts of the Team are to teach the campus to identify and address behaviors of concern among employee of UTC. Intervention and prevention are the goals of the Team.	This team is charged with developing a case management process for at-risk faculty or staff who may exhibit behavioral concerns. Establish dedicated phone line and website for the Team to allow employees to submit their concerns.	On July 25, 2012, Phillip will present the Team to the UTC Executive Team for approval and rollout. Due to scheduling conflicts, it could not be done earlier than this date.	The importance of this Team as another campus resource will lead to advancing a culture of caring across the campus.
FOIT: Human Resources	2011/2012	Financial Wellness Initiative: the Team hosted a series of monthly programs throughout the academic year 2011-2012.	Implement programs to promote financial wellness among UTC employees. Carry forward from planning begun in 2011 to conduct activities, learning opportunities, etc. that promote financial health and awareness.	This program operated from September 2011 - April 2012. The Financial Wellness team hosted an impressive list of 6 events attended by 137 UTC employees	Promoted fiscal responsibility and resources to employees. The end result is ultimately a more focused workforce as a result of reducing personal financial stresses.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2012/2013	Compensation Plan Development: Improving compensation across the campus to make pay more competitive, thus impacting turnover, attracting, and retention of talent.	Salary data compiled from Sibson Survey, CUPA-HR, HEITS, and BLS for faculty and staff positions and compared to comparable UTC positions. Regression formula was used to develop market value approximation for position for which survey data was not available. Comparison of current salaries to market value developed for all faculty and staff positions	Compensation Plan developed using market value data. Equity Plan was implemented 7/1/2012, with midyear plan 1/1/2013.	More than \$2,788,000 devoted to improving faculty and staff salaries. Our compensation initiative for the fiscal year closing June 30, 2013 included: 3% across-the-board; \$400,000 in Market/Equity Adjustments effective July 1, 2012; \$500,000 in one-time performance bonuses; c. \$240,000 in Mid-Year Market/Equity Adjustments effective January 1, 2013. Additionally, our campus raised our minimum wage for regular staff to \$9.50/hour.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2012/2013	Work Culture Improvement Initiative: Use data from 2011 Employee Engagement Survey to engage all campus units in constructive dialog relating to identified strengths and opportunities for improvement	Campus HR established Employee Engagement Survey Data Taskforce, consisting of campus faculty and staff with research/analyses expertise, to sort and interpret 2011 survey data and collaborate with campus Work Culture Improvement Committee to develop a communication plan for disseminating data to campus Divisions/Colleges/Major Units/Departments.	Data communication plan was presented to the UTC executive team in November 2012, receiving full encouragement and support. EES Data Taskforce has collaborated to develop materials to assist in the first scheduled data dissemination to the Division of FOIT on February 5, 2013.	Data communication plans have begun to be rolled out to major divisions and departments. Requests for aid in understanding the data have been addressed and consultation has been and continues to be provided.
FOIT: Human Resources	2012/2013	UTC Faculty/Staff CARE Team: Efforts of the Team are to teach the campus to identify and address behaviors of concern among employee of UTC. Intervention and prevention are the goals of the Team.	Knowledge and skills of CARE Team members has been utilized to refine our process and seek out new sources of information. Training continues to be an area of emphasis for the team and the chair of the team in particular.	Soft rollout occurred in 2012 with a more visible promotional campaign expected in 2013. A website and phone number exist for reporting of issues and has seen limited use thus far.	This team will help provide resources to UTC employees who want to request help dealing with a co-worker exhibiting questionable behavior or find aid for themselves with regard to personal issues.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2012/2013	UTC Leadership Initiative: Develop and implement innovative campus-wide program to enhance leadership competencies; Initiative will include "Leaders Leading Leaders" component tapping talents and experience of current UTC leaders to develop leadership development seminars/workshops, Leadership Certification Program, Leadership Cohort Program	Leadership Development Taskforce, under guidance of campus Training Advisory Group (TAG), developed and administered a management/leadership training needs survey in Fall 2011, receiving a 33% response rate. Three follow-up focus group sessions were held with survey participants to gain further insights into the needs and wishes of development opportunities for campus leaders.	2013 Leadership Development curriculum was developed to include a set of core and elective courses facilitated by campus leadership. Interim Chancellor Grady Bogue facilitated the kick-off event on January 31, 2013 with a 90-minute seminar on the topic of <i>A Vision of Leadership Role: Transforming Cultures of Blame into Cultures of Responsibility.</i>	This initiative will aid UTC in providing proper and necessary training needed for employees who are in supervisory roles throughout the campus.
FOIT: Human Resources	2012/2013	UTC Onboarding Program: Create a program for new employees that better acclimates them to the culture of UTC, provides them the tools for success on the job, and an overall positive work experience.	Extensive research into existing higher education onboarding programs has been done. UNC-Charlotte provides an excellent program after which to model.	Research has identified critical elements of onboarding program. Model will be used for implementing Onboarding program in 2014.	A newly redesigned onboarding program will help initiate new employees into the UTC culture faster and help them be better prepared to be as effective as possible on day one of their new position.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2012/2013	Administrative Support Professionals Career Development:	In 2011 the campus Training Advisory Group (TAG) developed a taskforce to focus on IRIS/Business Process training on campus, consisting of staff representatives mostly occupying administrative support professional roles. In conjunction with two other training related groups developing within the same timeframe, the collective efforts were combined to form the Administrative Support Professionals Taskforce in Fall 2012.	Four administrative support professionals were sent to Memphis, TN to become certified facilitators for all three levels of the STAR Achievement Program, a development program targeted towards support/frontline employees. The first level of the STAR Achievement training is scheduled to be held on campus in Summer 2013. In addition, monthly Network & Learn sessions will be held throughout 2013 to provide administrative support staff with the opportunity to network and build a community of learning. The kick-off event was held January 31, 2013 with 96 registered participants.	This initiative helps our administrative support professionals feel like they are more tied to the rest of university. With a greater sense of involvement and larger network of colleagues to share resources with, current administrative assistants should show higher levels of work satisfaction and productivity.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2013/2014	Comprehensive Compensation Plan: Continue initiative to develop best practices for competitive compensation, including ongoing Staff Equity/Market Plan and Bonus Plan	2013/2014: All full-time and part-time regular staff and faculty received general increase of 2.0% or \$600, whichever is greater. In addition to the ATB increase, our campus has allocated an additional \$400,000 for one-time performance bonuses to recognize exceptional contributions among faculty and staff. An additional Market/Equity Plan for faculty and staff will be developed to move our salaries to a more market competitive position, provided revenues are available this Fall.	Outcomes for this initiative include higher salaries for all full-time and part-time, regular employees. Additionally, more competitive salaries and the very fact the University is addressing compensation communicates to employees that University is concerned about them and their families. This, in turn, positively impacts employees' attitude toward the university, which should be reflected in next Employee Engagement Survey in 2014.	This initiative will help in making employees feel that their wages are fair and more closely resemble the market level. Next EES will hopefully provide evidence that employees are more fully engaged and have more favorable attitude toward the University.
FOIT: Human Resources	2013/2014	UTC Faculty/Staff CARE Team: Complete roll-out of campus CARE team.	In the 2013/2014 year UTC CARE Team will be fully rolled out and operational.	Currently a website and phone number exist for the CARE Team. Rollout will continue through the end of 2013 and beginning of 2014.	This team will help provide resources to UTC employees who want to help a co-worker exhibiting behavior that poses a threat to themselves or others or to find aid for themselves with regard to personal issues.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2013/2014	UTC Onboarding Program: Create a program for new employees that better acclimates them to the culture of UTC, provides them the tools for success on the job, and an overall positive work experience.	Extensive research into existing higher education onboarding programs has been done. Also observations of UTC's New Faculty Orientation have taken place to get a full picture of what different types of employees are exposed to in their first days as UTC Employees	Currently, UTC is participating in a UT system-wide New Employee Orientation Redesign Team, which will design a uniform orientation system for use among all UT campuses. Using outcome from this team and best practice research, Office of HR will organize a Task Force to develop a campus-specific onboarding program.	This program will positively impact employee engagement by helping new staff members get a better understanding of UTC culture while also being better prepared to be an effective UTC employee from day one.
FOIT: Human Resources	2013/2014	UTC Leadership Initiative: Continue development and refinement of campus-wide program to enhance leadership competencies. Initiative will include "Leaders Leading Leaders" component tapping talents and experience of current UTC leaders to develop leadership development seminars/workshops, Leadership Certification Program, Leadership Cohort Program.	Research into leadership development programs of peer institutions, other higher education institutions, and organizations within other industries has been conducted. HR has also collaborated with UTC faculty members, possessing expertise in leadership, to identify opportunities for improvement among elements of the existing initiative.	HR established the 2013 UTC Leadership cohort, consisting of both faculty and staff members with various levels of experience in leadership, to assist in research, design, and development of future leadership development elements. The cohort members are working to establish a proposal for leadership development at UTC in 2014.	The identification of leadership competencies to direct training seminar offerings, continuation of the "Leaders Leading Leaders" component, and development of a 2-year leadership cohort program is hoped to enhance the competencies of current and future leaders at UTC, which may ultimately improve the functioning of the university.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT: Human Resources	2013/2014	Work Culture Improvement Initiative: Using data from 2011 Employee Engagement Survey as a catalyst, lead initiative to engage all campus units in constructive dialog relating to identified strengths and opportunities for improvement with the ultimate objective of focusing campus on student retention and progression to degree completion	Campus HR established Employee Engagement Survey Data Taskforce, consisting of campus faculty and staff with research/analyses expertise, to sort and interpret 2011 survey data and collaborate with campus Work Culture Improvement Committee to develop a communication plan for disseminating data to campus Divisions/Colleges/Major Units/Departments.	Group discussions are happening in different forums across the campus. Both the ESC and ERC have been tasked with identifying ways that all employees can work together to improve UTC's work culture and employees' overall levels of engagement to the university. Additionally the Performance Excellence Leadership Team (PELT) in FOIT is using data to develop recommendations for action to Executive Vice Chancellor.	The results of the EES will be used to help improve the level of engagement of employees across the campus thus positively impacting things like pride and productivity. Specific issues that have been identified in the survey and group discussions center on communication, across campus collaboration, and employees trust in "senior leadership"



**Office of Equity and Diversity**

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2011-2012	Streamlined the faculty/staff search and review process	Conducted departmental search training sessions with each department; reviewed search rubrics, tools and interview questions to be utilized for each search; reviewed each requisition from posting to hire to insure university and departmental procedures were followed	All faculty searches for tenure track vacancies received applications electronically; All searches for EEO 1-3 vacancies developed search tools to guide them in their selection processes.	Insured a holistic review of applicants and candidates and encouraged the employment of strategies and use of resources to diversify the applicant pool on the front end of the process. Searches are regional and national in scope
OED	2011-2012	Continued campus-wide diversity training apparatus	Developed and selected training tools suitable for University needs; Structured and presented Is It Bias? LGBT Issues in the workplace. Facilitated approximately 30 diversity training sessions during the period with an average attendance of 16 employees per session.	Provided training participants with information pertaining to the University's diversity efforts (value of diversity) and provided participants with skills sets for recognizing inappropriate behavior (micro-inequities) and techniques for navigating inappropriate behaviors in the work environment.	Enhanced/Impacted collegiality and human relations in the work environment

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2011-2012	Developed departmentally specific diversity training and development opportunities	Provided departmentally specific search training and professional development opportunities to assist in the recruitment and retention of quality diverse applicants and address topical issues along the diversity continuum. During the period, approximately 6 sessions were facilitated at the request of various departments including the bursar's office, residence life and enrollment services.	Worked with departments to develop departmentally specific rubrics and other tools and identified appropriate sources for advertising positions; worked with unit heads to identify and address topical issues along the diversity continuum including sexual harassment, LGBT issues in the workplace, Safe Zones, respect for faculty and staff and guest of the university.	All applicants competed against entire pool, hiring decisions are based on experience, interviews, credentials and other factors germane to each individual in accordance with departmental needs and thusly are more appropriately based on business necessities; Training also ensured the creation and sustainment of workplace environments characterized by respect for others.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT						
OED	2011-2012	Developed strategies to enhance workforce diversity and achieve hiring goals identified in the Affirmative Action Plan	Worked with IR to obtain appropriate recruitment data ; worked with faculty and staff departments to determine appropriate advertising mediums relative to the campus and/or department needs	<p>Increased the number and percentage of women and minorities that were considered for employment at the university; for the reporting period women and minorities accounted for 44.7% and 26%, respectively, of all hires. Positions at the EEO 2 (Assistant Professor) level experienced an increase in the number of women and minority applicants for vacancies <b>39% (78 to 109)</b> and <b>39.7% (150 to 209)</b> respectively; tenure track faculty was comprised of 25% women and 13% minorities at the full Professor rank, 49% women and 12% minorities at the Associate Professor rank, and 55% women and 26% minority at the Assistant Professor rank; Total racial and ethnic diversity for EEO 1-3</p> <table border="0"> <tr> <td>Executive Level</td> <td>17.6%</td> </tr> <tr> <td>Faculty</td> <td>14.7%</td> </tr> <tr> <td>Professional</td> <td>19.38%</td> </tr> </table>	Executive Level	17.6%	Faculty	14.7%	Professional	19.38%	Communicated the University's value of diversity to external stakeholders and constituents; Diverse populations perceive the University credibly; Creates opportunities for building and sustaining partnerships
Executive Level	17.6%										
Faculty	14.7%										
Professional	19.38%										

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2011-2012	Identified and utilized additional affinity sources for the purpose of advertising faculty and staff vacancies	Continued University's subscription to/utilization affinity advertising sources; attending the Southern Regional Educational Board Doctoral Scholars Compact for purpose of recruiting applicants, collected vitas and started a vitae bank, Piloted a future faculty initiative for the campus which brought an SREB doctoral recipient in Mechanical Engineering to visit campus to meet Dean and faculty in the Mech. Engineering department.	Increased in the number and percentage of qualified women and minority applicants for faculty and staff positions via connectivity with affinity organizations; reporting period women and minorities accounted for 44.7% and 26%, respectively, of all hires. Positions at the EEO 2 (Assistant Professor) level experienced an increase in the number of women and minority applicants for vacancies <b>39% (78 to 109)</b> and <b>39.7% (150 to 209)</b> respectively.	Communicated the University's value of diversity to external stakeholders and constituents; Diverse populations perceived the University credibly; Created opportunities for building and sustaining partnerships.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2012-2013	Review of faculty and staff searches	All faculty and staff searches conducted were reviewed for utilization of search tools and documentation of search results. Worked with departments to develop department specific rubrics and other tools, including the identification of appropriate sources for advertising positions.	All faculty searched for tenure track vacancies receive applications electronically; All searches for EEO 1-3 vacancies developed search tools to guide them in their selection processes. Additionally, a collaborative effort with ITD has produced the utilization of the SharePoint Platform for executing faculty searches, from commencement-to-conclusion, via the SharePoint Platform.	Ensured a holistic review of applicants, ensured a holistic review of candidates and encouraged the employment and use of strategies and resources to diversify the applicant pool on the front end of the process. Searches were regional and national in scope. All applicants competed against entire pool; hiring decisions were based on experience, interviews, credentials and other factors germane to each individual in accordance with departmental needs and thusly are more defensible.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2012-2013	Campus wide diversity training	Developed diversity training and other programs and initiatives that assist the University with valuing diversity and fostering a climate of respect.	<p>During the reporting period, training, workshops and open sessions were facilitated on LGBT issues in the workplace; 177 faculty and staff attended the sessions, which are approximately 15 percent of our workforce; OED staff participated in the development and deployment of the Safe Zone training for our faculty and staff.</p> <p>OED designed and facilitated diversity training sessions for the UTCPD In-Service requirements and Sexual Harassment Training for the Residence Life, and the Office of Financial Aid. Additionally, OED staff and AGC facilitated a workshop for the UTC Leadership series, coordinated by Human Resources on Sexual Harassment for hiring managers and supervisors.</p>	Enhanced/Impacted collegiality and human relations in the work environment and foster a climate of respect, inclusion and value for students, employees and guests of the University.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2012-2013	Expansion of advertising packages with affinity organizations	Identified and utilized additional affinity sources for the purpose of advertising faculty and staff vacancies. Created and maintained electronic listserv and purchased advertising packages from affinity organizations.	Commenced University's subscription to and utilization of Insidehigher.com which provided opportunities for branding and showcasing the University as an "Employer of Choice" and/or featured employer.	Increased in the number and percentage of qualified women and minority applicants for faculty and staff positions via connectivity with affinity organizations. During the 2011-2012 reporting period women and minorities accounted for 44.7% and 26%, respectively of all hires. Additionally, positions at the EEO 2 (Assistant Professor) level experienced an increase in the number of women and minority applicants for vacancies, 39% (78 to 109) and 39.7% (150 to 209) respectively.

### OED Special Projects for 2012-2013

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2012-2013	Campus Wide Strategic diversity plan	Reviewed the best practices via worked with UT DAC, connectivity with industry thought leaders and opinion molders and participation at national conferences such as the National Conference on Race and Ethnicity (NCORE).	Identified potential DAC members for consideration of EVC FOIT and Chancellor. Developed a faculty mentoring apparatus to work with pre-tenured women and minority faculty slated for deployment in 2013-2014. Recalibrated the Chancellor's Multicultural Advisory Council to solidify membership, rotating terms, bylaws, standing meeting dates, etc. Work is proceeding to meld the work of this important constituent group with that of the UTC Diversity Advisory Council.	Created institution wide diversity initiatives to address strategic diversity goals funded and/or supported by Access and Diversity Funds.



DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2012-2013	Chattanooga Conference on Diversity and Equity	Worked with faculty, staff and external constituents and developed a conference for the Chattanooga region.	Built relationships with the broad, diverse Chattanooga community which supports the recruitment, retention, promotion and/or graduation of quality diverse faculty, staff and students.	OED, in partnership with the Chancellor's Office and the Southeast TN Civil Rights Working Group sponsored the Inalienable Rights: Civil Rights and Social Justice Forum in the University Center Auditorium. Community members were in attendance. Work has proceeded on exploration of expanding the forum to a daylong conference.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2012-2013	Affinity Activities	Worked with affinity organizations such as SREB Scholars Institute, BOTA Think Tank, SOTA Symposium, NCORE to develop, enhance and/or sustain strategic diversity initiatives and best practices.	Identified and participated in affinity activities that raise the profile of the University for affinity participants and places UTC on the participants employment radar; the EVC FOIT and Director of OED met with the Executive Director of SREB Doctoral Scholars Program to explore feasibility of hosting the SREB 2017 Doctoral Scholars Compact in the state of Tennessee as a joint venture between UT, TBR and THEC. Utilized SREB data bank and compact to realize a Future Faculty Program that yielded two tenure track minority hires via bridge funding provided by Access and Diversity Funds.	Communicated the University's value of diversity to external stakeholders and constituents; Diverse populations perceive the University credibly; Created opportunities which built and sustained partnerships.

	<b>ASSESSMENT YEAR</b>	<b>PROJECT SCOPE AND SIGNIFICANCE</b>	<b>RESEARCH/DATA REVIEW</b>	<b>OUTCOMES AND ANALYSIS</b>	<b>USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT</b>
OED	2012-2013	Career Watch	Expanded professional development/leadership apparatus to support women and minorities with retention and upward mobility opportunities.	Led committee in work on exploration and development of mentoring apparatus designed to support-pre-tenured women and minority faculty by providing mentoring. The OED Faculty Mentoring apparatus was slated for final vetting and deployment Summer 2013. Additionally, OED provided professional development/career watch opportunities for pre-tenured faculty via the Opportunity Graduate Assistantship initiative and the Professional Development Funds. Results have been outstanding! Specifically, since 2010 these initiatives have assisted 7 women and/or minority faculty with obtaining tenure and promotion; including 2 WF, 1 BM, 2 BF, 1 Native American F and 1 Asian Female. Moreover, this success represented a 66% increase in the number of tenured BF and a 9% increase of in the number of tenured BM on the faculty. There were 24 minority faculties in the pipeline.	Developed innovatively, proactive strategies that assisted in fostering a culture of awareness, understanding and supported requirements for tenure and promotion.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2013-2014	Review of faculty and staff searches	All faculty and staff searches conducted will be reviewed for utilization of search tools and documentation of search results. Work with departments to develop department specific rubrics and other tools, including the identification of appropriate sources for advertising positions.	All faculty searches for tenure track vacancies receive applications electronically; All searches for EEO 1-3 vacancies develop search tools to guide them in their selection processes. Additionally, the collaborative effort with ITD will be enhanced for the utilization of the SharePoint Platform for executing faculty searches, from commencement-to-conclusion, via the SharePoint Platform.	Ensures a holistic review of applicants, ensure a holistic review of candidates and encourages the employment and use of strategies and resources to diversify the applicant pool on the front end of the process.
OED	2013-2014	Campus wide diversity training	Develop diversity training and other programs and initiatives that assist the University with valuing diversity and fostering a climate of respect.	Design and facilitate diversity training sessions for the UTC community on culture and bridging generational gaps in respect for diversity.	Enhance/Impact collegiality and human relations in the work environment and foster a climate of respect, inclusion and value for students, employees and guests of the University.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2013-2014	Expansion of advertising packages with affinity organizations	Identify and utilize additional affinity sources for the purpose of advertising faculty and staff vacancies. Create and maintain electronic listserv and purchase advertising packages from affinity organizations.	Commence University's subscription to and utilization of insidehighered.com which provides opportunities for branding and showcasing the University as an "Employer of Choice" and/or feature employer.	Increase in the number and percentage of qualified women and minority applicants for faculty and staff positions via connectivity with affinity organizations.
OED	2013-2014	Campus Wide Strategic diversity plan	Commence work of UTC Diversity Advisory Council	Commence strategic planning sessions and identify 5-7 strategic focal areas for the campus.	Create institution wide diversity initiatives to address strategic diversity goals funded and/or supported by Access and Diversity Funds.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2013-2014	Chattanooga Conference on Diversity and Equity	Expand on the Civil Rights and Social Justice Forum	Build relationships with the broad, diverse Chattanooga community which supports the recruitment, retention, promotion and/or graduation of quality diverse faculty, staff and students.	Continue the exploration of expanding the forum to a daylong conference.
OED	2013-2014	Affinity Activities	Expand work with affinity organizations	Identify and participate in affinity activities that raise the profile of the University for affinity participants and places UTC on the participants' employment radar.	Continue to communicate the University's value of diversity to external stakeholders and constituents; Diverse populations perceive the University credibly; Create opportunities for building and sustaining partnerships.

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
OED	2013-2014	Career Watch	Deploy pilot faculty mentoring apparatus	Lead committee in work on exploration of an apparatus designed to support pre-tenured women and minority faculty by providing mentoring and creating a similar apparatus for exempt staff.	Continue to develop innovative, proactive strategies that assist in fostering a culture of awareness, understanding, and support of requirements for tenure, promotion and upward mobility opportunities.

### Safety & Risk Management

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT-Safety and Risk Management	2011-2012	1. Review how the safety department communicates with the campus.	1. Audited during annual peer review compliance audit.	<p>1. For non-emergency communication, the UTC campus communicates through:</p> <ul style="list-style-type: none"> <li>-Email - Satisfactory</li> <li>-Website - Satisfactory</li> <li>-Social Media – Currently only used to monitor interactive media during emergency events</li> </ul> <p>For emergency communications, the UTC campus currently communicates through:</p> <ul style="list-style-type: none"> <li>-SMS Text (UTC Alert) - Satisfactory</li> <li>-Email - Satisfactory</li> <li>-425-4SNO - Satisfactory</li> <li>-Website - Satisfactory</li> <li>-Social Media - Satisfactory</li> <li>-Media- - Satisfactory</li> </ul> <p>We are currently adding or planning to add the following pathways:</p> <ul style="list-style-type: none"> <li>-Alert Beacons – In progress</li> <li>-Fire Alarm – Ongoing with new installations</li> </ul>	<p>1. No suggestions for improvement. All methods of communications deemed satisfactory by auditor. We currently have <b>13,398</b> participants enrolled in the emergency text messaging notification system.</p> <p><u>FINANCIAL IMPACT</u></p> <p>Text Alerts – \$9,300/annually.</p> <p>Classroom Alert Beacons / scrolling signs One-time costs of \$170,116 which was cost neutral to the campus due to one-time funding through a US Dept. of Ed. Grant.</p>



DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT-Safety and Risk Management	2012-2013	1. Assess Nanoparticle research usage on campus to determine need for Nanoparticle safety procedure	1. To be audited by OSHA compliance auditor March 2013	1. Poll of campus in spring 2013 indicated no current nanoparticle research.	1. Currently UTC does not have a nanoparticle safety procedure. S&RM will continue to evaluate the need based on academic research.  <b><u>FINANCIAL IMPACT</u></b> Cost Neutral
		2. Assess compliance with new fire code requiring sprinkler lines to be tested for obstructions every five years	2. To be audited by OSHA compliance auditor March 2013	2. UTC initiated sprinkler piping obstruction testing in the summer of 2012. All buildings requiring obstruction testing have been inspected and tested per the five year requirement.	2. Satisfactory compliance. Sprinkler piping obstruction testing scheduled for summer 2017.  <b><u>FINANCIAL IMPACT</u></b> \$20,000 every 5 <sup>th</sup> year going forward.
FOIT-Safety and Risk Management	2013-2014	1. Five year follow-up assessment of EPA compliance audit	1. Currently pursuing system-wide contract with state assigned environmental compliance firm – Ensafe. This review will ensure ongoing compliances with Hazwaste, Universal Waste (bulbs, batteries, and electronics) oil spill prevention (SPCC), Pesticide usage and refrigerant gas inventories.	1. This is a system-wide initiative to ensure environmental compliance. Prices are currently being obtained to conduct a compliance audit in 2014	1. Ensure environmental compliance with Hazardous and Universal Waste (bulbs, batteries, electronics) waste disposal guidelines, oil spill prevention (SPCC), Pesticide usage and refrigerant gas inventories.  <b><u>FINANCIAL IMPACT</u></b> Unknown – System-wide

DIVISION	ASSESSMENT YEAR	PROJECT SCOPE AND SIGNIFICANCE	RESEARCH/DATA REVIEW	OUTCOMES AND ANALYSIS	USE OF RESULTS FOR INSTITUTIONAL IMPROVEMENT
FOIT-Safety and Risk Management	2013-2014	2. Assessment of comprehensiveness and effectiveness of mandated OSHA training requirements for crafts workers	2. To be audited by OSHA compliance auditor	2. This initiative is in place to ensure compliance with the new OSHA "Global Harmonization System" that takes the place of the OSHA "Hazard Communication Standard."	2. Enhanced employee safety and compliance assurance.  <b><u>FINANCIAL IMPACT</u></b> <b>Cost Neutral</b>
FOIT-Safety and Risk Management	2013-2014	3. Tabletop exercise of campus emergency plan – flooding scenario	3. Will be conducted October 2013	3. TBD in the after action review following the October 2013 exercise	3. Exercise designed to ascertain response to campus flooding scenario that potentially closes the campus for multiple days.  <b><u>FINANCIAL IMPACT</u></b> <b>Cost Neutral</b>