

Finance, Operations & IT



Outcomes & Assessments Overview
February 2016

We Shall Achieve

FOIT Instructional Effectiveness-Outcomes Assessment 2016

Dr. Richard L. Brown, Executive Vice Chancellor
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Michele Morales, Director of Auxiliary services
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FOIT-A Culture of Data Driven Assessment and Benchmarking

- A strong **Culture of Data driven Assessment-10 years**
- Leading Edge Strategies and “**Best Practices**”
- Well-defined Goals-Metric Measured benchmarking
- Cornerstone for Institutional Improvements
- Data Periodically evaluated for Continuous Improvement
- Navigating an **Economic Climate of Challenge, Change, Uncertainty**
- To Deliver Value and Efficient Services
- **Aligned with Mission, Vision, and Strategic priorities**

We Shall Achieve

FOIT GOALS

- Delivering Highest **Value Proposition**
- Delivering Services **to Lower the Cost of Attendance**
- Support Institutional **Goals and Strategic Plan**
- Goals of the **Complete College Tennessee Act**
- Financial **Stewardship** and **Customer Service**
- Use Technology to Enhance **Academic Experience**
- Enhance Student **Access, Success, and Progression**
- **Transformation** of the Built Environment and Plant
- Investing in Human Capital for **Sustainable Competitiveness**
- Aligning Resources to **Strategic Plan** Priorities

We Shall Achieve

Methodology for Assessment and Improvements

- Identify Relevant projects or Strategies to Enhance Student Experience or Strategic Plan Focus
- Utilize “**State of the Art**” Data Gathering Methodology to Ensure Assessment and Change
- **Use Data to Impact Current Condition**...or Move in a Different Direction
- Lead **Organizational Change** and **Financial Stability**
- Provide Clear Mission Centric Strategies
- Reduce Overhead and Administrative Costs Via **Effective Management of Resources**

We Shall Achieve

Business and Financial Affairs Auxiliary Services

Arena

- Auxiliaries
 - Parking/Food Services/Mail/Print Services
- Bursar
- Budget
- Disbursements
- Purchasing

We Shall Achieve

Budget & Strategic Plan Alignment

- **Goal 3:** Ensure stewardship of resources through strategic alignment and investments.
- **Project Scope and Significance:** Track UTC budget (3-5 years) and its development process to ensure alignment with each Strategic Plan goal.
- **Research/Data Review:** Grassroots Department Based Budget Process; UPRAC; Budget and Financial Planning Team; Executive Team. Transparent Budget Review Process
- **Data Analysis:** Review Allocations Plan , Departmental benchmarking, Compensation Planning, THEC Analysis, Complete College Tennessee metrics, UT “BAG” Metrics, Tuition and Fees benchmarking, Revenue Analysis , Student Access, Success, Progression
- **Outcomes and Institutional Improvement:** Use data driven metrics to support fiscal stewardship and strategic investments.
- **VRIF:** Voluntary Reduction in Force
- **Tuition Discounting:** New Out-of-State Tuition/Scholarship Programs

We Shall Achieve



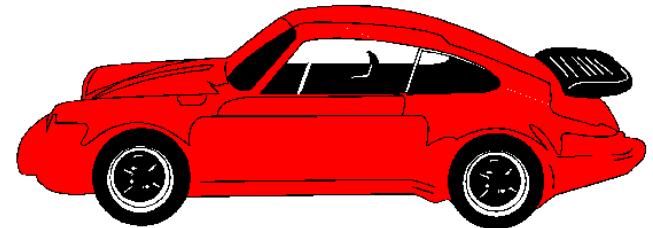
Business and Financial Affairs

- **Enhancements to Student Payment experience**
 - Payment/Installment Plans
 - Call Fire auto-call delivery service – Fee payment notification**
 - Mobile payment/Management of account

****Data collection on students contacted and Financial Impact**



- **Parking Overhaul/Review**
 - Parking Consultant
 - Focus Groups
 - Technology needs
 - Maintenance and Improvements
 - Redesign and Numbering
 - Surface and Structured Parking
 - Best fit



Assessment Criteria

- Customer Satisfaction
 - On-Line versus In-Line
 - Customer feed back
 - Student Surveys
 - Installment Plan participation
 - Reduction in violators
 - Reduction in violations
 - Reduction in appeals
 - Improved access
- Reduction of borrowed funds/Loan debt
- Payment Options
- Retention
- Degree Completion



Human Resources

New Employee Onboarding Program

Project Scope & Significance: Pilot onboarding program began 7/1/2015 goal to better acclimate non-faculty staff to the culture of UTC, tools for success on the job, promote positive work experience.

Research / Data Review: Review best practices from higher education and non-higher education institutions, UTC new employee feedback survey (2 years of data collection), UTC new employee focus group, UTC hiring manager focus group.

Outcomes & Analysis: Staff members receive onboarding feedback survey upon completion of their first six months to identify opportunities for improvement

Use of Results for Institutional Improvement: Comprehensive program will help staff members become appropriately socialized/oriented to the UTC community.

Employee Engagement Survey

Project Scope & Significance: Using data from 2011 & 2014 Employee Engagement Survey as a catalyst to engage executive team members in constructive dialog to identify campus strengths and opportunities for improvement to enhance the University work culture and ability to focus on student retention and progression towards degree completion.

Research / Data Review: UTC EES Taskforce of both faculty and staff to review 2011 and 2014 survey data, identify dimensions of engagement to address as campus-wide opportunities for improvement or celebration of strengths.

Outcomes & Analysis: 2014 survey data and assessment of data findings will drive meaningful analysis to identify purposeful employee engagement efforts at UTC. Stated outcomes will be developed in conjunction with the executive team throughout 2016.

Use of Results for Institutional Improvement: The results Work Culture Improvement Team will be used to help improve the level of engagement of employees across the campus, impacting pride, communication, and perceptions of senior leadership, which are essential to the mission.

Compensation

Project Scope & Significance: Continue best practices for competitive compensation, Staff Equity/Market Plan and Bonus Plan.

Research / Data Review: Salary data from Sibson Survey, CUPA-HR, HEITS, and BLS for faculty and staff positions. Regression formulas used to develop market value approximation for positions. Comparison of current salaries to market value.

Outcomes & Analysis: Outcomes include competitive salaries for all full-time, part-time, and regular employees and establishment of a pay for performance merit plan for commitment to excellence.

Use of Results for Institutional Improvement: Initiative provides fair, equitable, and competitive compensation, reducing costly turnover.

Facilities Planning & Management

- Mission**

To enhance the learning environment by providing safe, functional, convenient and attractive facilities and grounds which can be cost effectively operated, maintained, secured and expanded.

- Organization**

- Engineering and Planning Services
- Construction Services
- Facilities Services
- Operations and Maintenance

Outcomes and Assessments

- **Capital & Local Project Program** – Facilities, Infrastructure, Site Improvements, Real Estate
- **Utilities** – Cost and Consumption
- **Space Management** – Classification and Utilization (in conjunction with Records and Institutional Research)
 - Centralized Scheduling
 - THEC Space Allocation Guidelines
- **Sustainability** – Climate Action Plan
 - Plan Updates and Reporting
 - Greenhouse Gas Inventory

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Outcomes and Assessments

- **Business Processes** – Benchmarking and Performance Metrics
 - Verify or develop appropriate performance metrics – time, quality, cost
 - **Communication**
 - Surveys
 - Call Backs and In-depth analysis of randomly selected work requests
 - Building Assessments and Inspections
 - **Resource Reporting**
 - Capital Renewal, Deferred Maintenance, Program Improvements and Alterations

Outcomes and Assessments

- **Built Environment - Improvements**
 - Accessibility
 - Campus Physical Security – card access, video, mechanical locks, lighting and landscaping
 - Wayfinding
 - Classroom
 - Building Systems Commissioning

We Shall Achieve

Facilities/Operations Improvement Outcomes Use of Data

- Recruitment, Retention and Graduation
- Project Priorities and Justification
- Sustainability
- Cost Avoidance
- Resource Allocation
- Capital Funding
- System Reliability
- Space Conditions
- Parking
- Course Availability
- Accreditation
- Customer Service

Goal (3) Stewardship of Resources

We Shall Achieve

UTC Emergency Services Outcomes and Assessment 2015-2016

UTC-Police Department Accreditation

- The Tennessee Law Enforcement Accreditation Program - TACP
- 163 individual Standards covering all aspects of police department operations.
- **Accreditation process phased over a prescribed 36 month timeline**
 - **Self-Assessment:** Files are established where proofs of compliance are compiled. All agency policies and procedures undergo review, and are updated/revised as necessary while meeting all calendar benchmarks.
 - **Onsite Assessment:** A Tennessee Accreditation Program assessor(s) reviews the agencies policies, procedures, and practices against standards.
 - **Review and Decision:** The governing Board reviews the awards or defers accreditation.
 - **Re-Accreditation:** Provide annual documentation of continued compliance and onsite assessment every three years.

Data Evaluation and Success Metrics

- Involvement of community stakeholders
- Engagement of 80% of officers in standards review
- Ensuring 100% of officers are trained and operating in compliance with standards
- Meeting all benchmarks
 - (#1 is already complete and due 2/23/16)

We Shall Achieve

Expected Outcomes

- Strengthened crime prevention and control capabilities;
- Formalized essential management procedures;
- Fair and nondiscriminatory personnel practices;
- Improved service-delivery;
- Solidified interagency cooperation and coordination; and
- Boosted citizen and staff confidence in the agency.

UTC-Safety and Risk Alarm Consolidation and Consistency

- **Project Intent**
 - Centralize all smoke, heat, intrusion, and panic alarm systems on campus under a single, uniform maintenance and service contract with Simplex Grinnell.
- **Currently:**
 - UTC has 44 buildings with life safety alarms monitored 24/7 by Campus Police.
 - Provide smoke, heat, intrusion, and panic alarms.
 - 7 additional buildings are in consideration for hardware upgrades or complete system installation.

Success Metrics

- Create a unified state-of-the-art system
- Provide uniform alarm messages from all buildings
- Simplify interpretation of alarm messages
- Improve response to alarm messages
- Evaluate alarms by cause, location, time, etc.

We Shall Achieve

Expected Outcomes

- **Decreased false alarms**
 - Decreased demand on Police/Security/Safety and Risk personnel
 - Decreased false alarm response by Chattanooga Fire Department
 - Increased confidence in alarms by all members of UTC community
- **Creation and delivery of targeted training programs to specific campus populations**
- **Increased recognition of value of consistent adherence to procedures and policies** and safety behavioral change such as securing doors, cooking in residential units, and utilization of panic alarms.

Information Technology

Network Bandwidth & Upgrades

Results are Measurable

- Determine number of students that use and access the network
- TechQual Survey Assessment for Customer Satisfaction
- Usage Reports

Criteria for Success

- Student Satisfaction
- Usage points Utilization

Network Wireless Coverage

- Adding density
- Upgrading wireless Access Points (AP's)
- Adding Additional AP's
- Upgrading Access Points to Newer AP's
- Bolstering Outdoor Coverage

We Shall Achieve

IT Sustainable Staffing

- ❑ Strategically Hiring Essential IT Staff to sustain and enhance the customer experience
 - ❑ 6 month employee assessments
 - ❑ Focus Groups

IT Consultation

- ❑ **Public Awareness**
 - ❑ Share results on campus
- ❑ Establishment of TAC (Technology Advisory Committee)
- ❑ **Reorganization of IT resources to better align with UTC Strategic Plan**
 - ❑ TechQual
 - ❑ IT Advisory Group
 - ❑ Enhance collaboration and cooperation across IT and Partner IT
 - ❑ Customer Service Satisfaction Surveys

IT Security

- ❑ IT Security
 - ❑ Campus Security Meetings
 - ❑ Campus wide security audit
 - ❑ Fill open position
- ❑ Trackable meeting and attendance
- ❑ UT System Audit Assessments
- ❑ Network Identity number scans

Computer Refresh

- ❑ Faculty & Staff Computer Refresh
 - ❑ Sustainable Refresh Model
 - ❑ Audit Existing Equipment
 - ❑ Establish re-occurring funding model

VOIP (Voice over IP)

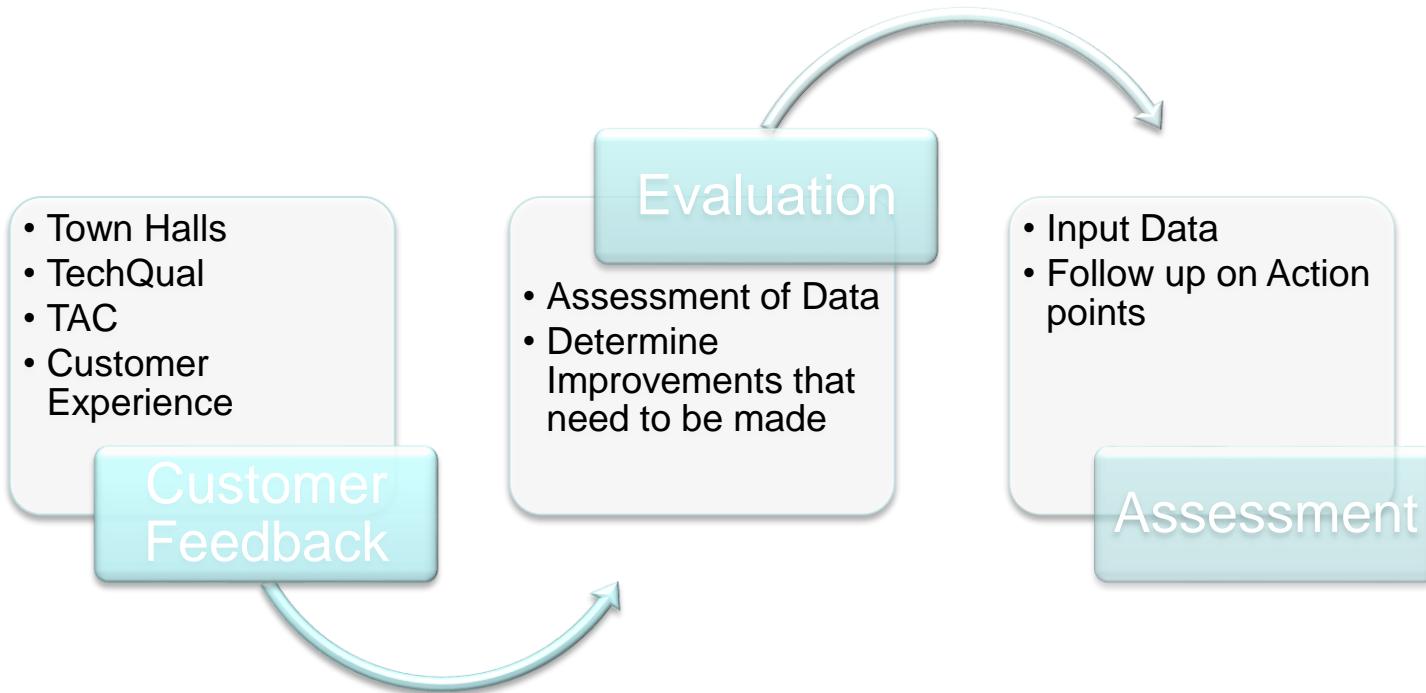
- ❑ Replace end of life phone system with state of the art unified communication system

We Shall Achieve

Assessment Criteria

- Customer Satisfaction
 - TechQual
 - Customer Satisfaction Surveys
 - Usage Reports
 - TAC Council
 - Collaboration between IT Central and Distributed

Essential Tools



We Shall Achieve

Office of Equity and Diversity

- **Strategic Diversity Plan**
 - **Goal:** Support the development of UTC's Strategic Diversity Plan by reviewing programs, practices and policies that impact diversity efforts, reviewing diversity spending and assessing the progress toward diversity goals.
 - **Outcome:** Create a conceptual framework for diversity and identify and recommend strategic diversity goals for consideration of the University's administration.
- **Diversity Advocacy Certification**
 - **Goal:** Provide multicultural/diversity training opportunities that enhance cultural awareness, facilitates constructive dialogue and honest reflection on diversity and build the interactive skills of employees.
 - **Outcome:** Design, facilitate and/coordinate training opportunities for employees that increase awareness, knowledge, skills and ability of participants to positively impact the workplace and make UTC a more inclusive community.
- **Multimedia and Print Recruitment Publications**
 - **Goal:** Create website, DVD, print and online promotional materials that emphasize UTC's commitment to diversity and inclusion for marketing UTC and the Chattanooga community as a desirable place to live and work for faculty and staff
 - **Outcome:** Collaborate with Vice Chancellor for Marketing and Communications and the Communication Department to develop and produce materials that emphasize UTC's commitment to diversity and inclusion and showcases UTC and the Chattanooga community.

Office of Equity and Diversity Outcomes and Assessments

- **American Association of Hispanics in Higher Education (AAHHE)**
 - **Goal:** Enhance working relationship with AAHHE for the purpose of increasing the awareness of career opportunities at UTC and the number of Hispanic applicants for faculty and staff vacancies.
 - **Outcome:** Attend AAHHE conference and network with partner institutions that can support the recruitment goals of UTC via recommendations, nominations and identifying participants for UTC's Future Faculty Program.
- **Title IX**
 - **Goal:** Support the coordination of training, education, communications, and administration of complaint procedures for faculty, staff, students, and third parties.
 - **Outcome:** Develop trainings and other initiatives that support the campus with providing an environment where students, faculty and staff are physically and psychologically safe.
- **Expanding Economic Diversity**
 - **Goal:** Support the enhancement of partnerships and business opportunities for women, minority, disabled and veteran business enterprises.
 - **Outcome:** Provide opportunities for MBEs, WBEs, DBEs, etcetera to connect with UTC offices and learn about business opportunities, Requests for Proposals, etcetera.