

# NORCO COLLEGE ANNUAL ADMINISTRATIVE PROGRAM REVIEW

**Unit: Facilities Department (Maintenance) – Norco Campus**

*Please give the full title of your unit.*

**Contact Person: Steve Monsanto**

**Due: AUGUST 31, 2016**

Please send an electronic copy to your area Vice President



*Form Last Revised: JUNE 2016*

**Norco College**

Web Resources: <http://www.norcocollege.edu/about/president/strategic-planning/programreview/Pages/index.aspx>

# Annual Administrative Program Review Update

## Instructions

The Annual Administrative Program Review is conducted by each unit and consists of an analysis of changes within the unit as well as significant new resource needs for staff, resources, facilities, and equipment. It should be **submitted or renewed every year** in anticipation of budget planning for the fiscal year, which begins July 1 of the *following* calendar year.

The questions on the subsequent pages are intended to assist you in planning for your unit.

The forms that follow are separated into pages for ease of distribution to relevant subcommittees. **Please keep the pages separated** if possible (though part of the same electronic file), **with the headers as they appear**, and be sure to include your unit, contact person (this may change from topic to topic) and date on each page submitted. Don't let formatting concerns slow you down. If you have difficulty with formatting, Nicole C. Brown can adjust the document for you. Simply add responses to those questions that apply and forward the document to [nicole.ramirez@norccollege.edu](mailto:nicole.ramirez@norccollege.edu) with a request to format it appropriately.

If you cannot identify in which category your requests belong or if you have complex-funding requests please schedule an appointment with your college's Vice President for Business Services right away. They will assist you with estimating the cost of your requests. It is vital to include cost estimates in your request forms. Each college uses its own prioritization system. Inquiries regarding that process should be directed to your Vice President.

The college has adopted a Total Cost of Ownership calculator for the use of determining cost of faculty, personnel and other needs related to a department or program. The calculator is located under the Office of the Vice President, Business Services, as "Total Cost of Ownership (TCO) Spreadsheet" at the following link: <http://www.norccollege.edu/about/business-services/Pages/index.aspx>

## **Mission**

Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration. We encourage an inclusive, innovative approach to learning and the creative application of emerging technologies. We provide foundational skills and pathways to transfer, career and technical education, certificates and degrees.

## **Vision**

Norco – creating opportunities to transform our students and community for the dynamic challenges of tomorrow.

# **Educational Master Plan/Strategic Goals and Objectives 2013-2018**

## **Goal 1: Increase Student Achievement and Success**

Objectives:

1. Improve transfer preparedness (completes 60 transferable units with a 2.0 GPA or higher).
2. Improve transfer rate by 10% over 5 years.
3. Increase the percentage of basic skills students who complete the basic skills pipeline by supporting the development of alternatives to traditional basic skills curriculum.
4. Improve persistence rates by 5% over 5 years (fall-spring; fall-fall).
5. Increase completion rate of degrees and certificates over 6 years.
6. Increase success and retention rates.
7. Increase percentage of students who complete 15 units, 30 units, 60 units.
8. Increase the percentage of students who begin addressing basic skills needs in their first year.
9. Decrease the success gap of students in online courses as compared to face-to-face instruction.
10. Increase course completion, certificate and degree completion, and transfer rates of underrepresented students.

## **Goal 2: Improve the Quality of Student Life**

Objectives:

1. Increase student engagement (faculty and student interaction, active learning, student effort, support for learners).
2. Increase frequency of student participation in co-curricular activities.
3. Increase student satisfaction and importance ratings for student support services.
4. Increase the percentage of students who consider the college environment to be inclusive.
5. Decrease the percentage of students who experience unfair treatment based on diversity-related characteristics.
6. Increase current students' awareness about college resources dedicated to student success.

## **Goal 3: Increase Student Access**

Objectives:

1. Increase percentage of students who declare an educational goal.
2. Increase percentage of new students who develop an educational plan.
3. Increase percentage of continuing students who develop an educational plan.
4. Ensure the distribution of our student population is reflective of the communities we serve.
5. Reduce scheduling conflicts that negatively impact student completion of degrees and programs.

## **Goal 4: Create Effective Community Partnerships**

Objectives:

1. Increase the number of students who participate in summer bridge programs or boot camps.
2. Increase the number of industry partners who participate in industry advisory council activities.
3. Increase the number of dollars available through scholarships for Norco College students.
4. Increase institutional awareness of partnerships, internships, and job opportunities established with business and industry.
5. Continue the success of Kennedy Partnership (percent of students 2.5 GPA+, number of students in co-curricular activities, number of students who are able to access courses; number of college units taken).
6. Increase community partnerships.
7. Increase institutional awareness of community partnerships.
8. Increase external funding sources which support college programs and initiatives.

## **Goal 5: Strengthen Student Learning**

### Objectives:

1. 100% of units (disciplines, Student Support Service areas, administrative units) will conduct systematic program reviews.
2. Increase the percentage of student learning and service area outcomes assessments that utilize authentic methods.
3. Increase the percentage of programs that conduct program level outcomes assessment that closes the loop.
4. Increase assessment of student learning in online courses to ensure that it is consistent with student learning in face-to-face courses.
5. Increase the number of faculty development workshops focusing on pedagogy each academic year.

## **Goal 6: Demonstrate Effective Planning Processes**

### Objectives:

1. Increase the use of data to enhance effective enrollment management strategies.
2. Systematically assess the effectiveness of strategic planning committees and councils.
3. Ensure that resource allocation is tied to planning.
4. Institutionalize the current Technology Plan.
5. Revise the Facilities Master Plan.

## **Goal 7: Strengthen Our Commitment To Our Employees**

### Objectives:

1. Provide professional development activities for all employees.
2. Increase the percentage of employees who consider the college environment to be inclusive.
3. Decrease the percentage of employees who experience unfair treatment based on diversity-related characteristics.
4. Increase participation in events and celebrations related to inclusiveness.
5. Implement programs that support the safety, health, and wellness of our college community.

# COLLEGE ADMINISTRATIVE UNIT ANNUAL REVIEW WORKSHEETS

## DUE: AUGUST 31, 2016

Administrative Unit: Facilities Department (Maintenance) – Norco Campus

Prepared by: Steve Monsanto

Date: September 14, 2016

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**Submit only your Worksheets. Do not alter the forms, or eliminate pages. If a page does not apply simply mark N/A.**

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### I. The Unit PROGRAM REVIEW

*The Administrative (Unit Program Review) is meant to provide a broad understanding of the unit, current trends related to the unit's mission, and how the unit serves to meet the overall mission or goals of Norco College and the Riverside Community College District.*

#### 1. What is the mission of your unit?

The mission of the Norco Facilities Department is to provide a clean, well-maintained, and attractive environment for students that are conducive to learning, mechanically sound, and free of health and safety hazards and unpleasant distractions that might compromise learning.

#### 2. Identify or outline how your unit serves the mission of Norco College. *Please limit to a single paragraph.*

The Facilities Department acts as the communication link between the college, community, the District Office, and State and College officials and the various custodial, grounds, and maintenance units. It is the administrative arm that directs the work of these units and provides the resources and information for their function.

3. **List the major functions of your unit.**

<b><u>Function</u></b>
Continual and aggressive preventative maintenance throughout the college
Repair of vandalism (broken glass, windows, mirrors, graffiti, etc.)
Repair or re-keying of door locks
Respond to “hot” jobs with a diverse assortment of work orders
Coordinate testing and service of all fire extinguishers and fire suppression systems
Maintain student areas to create a safe, pleasant environment
Comply with a multitude of regulations set forth by the ADA, EPA, SCAQMD, and other agencies
Maintain/repair pathways and lighting around college
Identify and correct safety issues, conduct regular safety meetings
Actively seek new ways to conserve college resources and coordinate the college’s efforts towards this end
Assist in the development of specifications for roofing and other construction projects
Painting
Plumbing
Electrical work and low-voltage maintenance
Office relocations

4. **Briefly comment on the status of your 2016 goals and objectives.**

1. Improve the response to work orders – Status: Efficiency has increased due to going paperless. This method has decreased time between receiving and closing a work order. A weekly e-mail is sent to maintenance staff as a reminder to notify the administrative office when work orders have been completed during the week. In addition, maintenance staff were equipped with smart phones so they can receive work orders automatically. They are also able to notify administration when work orders have been completed.
2. Focus on quality of work performed – Status: Monthly meetings are held with maintenance staff regarding

their assignments and customer service. In addition, a survey has been implemented with the close of each work order to inquire on the overall service received.

3. Increase professionalism in maintenance staff – Status: uniforms have been provided to staff so that students can identify them.
4. Feedback to constituents on work orders – Status: Work with maintenance staff to communicate with constituents on work performed and answer any questions. In addition, a survey has been implemented with the close of each work order to inquire on the overall service received.

**5. MAJOR Goals and Objectives 2016 – 2017 (do not include normal functions of your unit). In order from 1 – 5 is best. With 1 as the most important.**

Before writing your goals and objectives be sure to review other Program/Unit Review documents related to your unit to discern if there are service needs you wish to address.

<b>Major Goal and/or Objective</b>	<b>Start Date</b>	<b>Status: ongoing, completed, or date completion anticipated</b>	<b>Need Assistance in order to complete goal or objective (reference applicable resource request page)</b>	<b>EMP GOALS</b>
1. The staff in the maintenance department will establish a benchmark tie frame for completing work orders within five (5) business days	7/1/15	Ongoing	Using FootPrints the work order system, we will review how many work orders were submitted and completed within 5 work days	2,5,6,7
2. Focus on servicing AC/HVAC units throughout the campus	2015-16	Ongoing	Maintenance mechanics will focus on the maintenance of AC/HVAC units to avoid malfunctions during summer and winter seasons.	2,5,6,7
3. Increase customer service techniques in maintenance staff	2015-16	Ongoing	Work with maintenance staff to communicate with constituents on work performed and answer any questions	2,5,6,7



## Previous Year's Assessment

SAO Assessed:	Assessment method used:	What was your target or benchmark?	What were the results?		How do you anticipate using these results?
To monitor efficiency levels in the maintenance Department	Perpetual survey on work orders and time efficiency (FootPrints) was implemented.	To increase favorable rate in each area of the previous survey by at least 10%	Survey 2015: Total 81 responses <ul style="list-style-type: none"> <li>• Prompt response to maintenance requests: 67.47% Strongly Agree &amp; Agree</li> <li>• Quality of work done: 66.26% Outstanding &amp; Very Good</li> <li>• Courteousness &amp; professionalism: 57.45% Outstanding</li> <li>• Answered questions &amp; provided help: 74.39% Strongly Agree &amp; Agree</li> </ul>	Survey 2016: Total 88 responses <ul style="list-style-type: none"> <li>• Prompt response to maintenance requests: 77.28% Strongly Agree &amp; Agree</li> <li>• Quality of work done: 77.47% Outstanding &amp; Very Good</li> <li>• Courteousness &amp; professionalism: Not asked in this year's survey</li> <li>• Answered questions &amp; provided help: 82.96% Strongly Agree &amp; Agree</li> </ul>	To monitor efficiency levels in the Maintenance Department

- **Reflective Question: What did you learn that will impact your unit for the future?**

The maintenance department has implemented many changes to enhance customer service and timely completion of work orders. Attention by the staff to inform and explain work performed has resulted in positive feedback from college staff.

An annual survey may not give specific information that could be constructive to the department. A perpetual survey (after each work order is closed) allows staff to give immediate feedback either positive or citing areas for improvement.

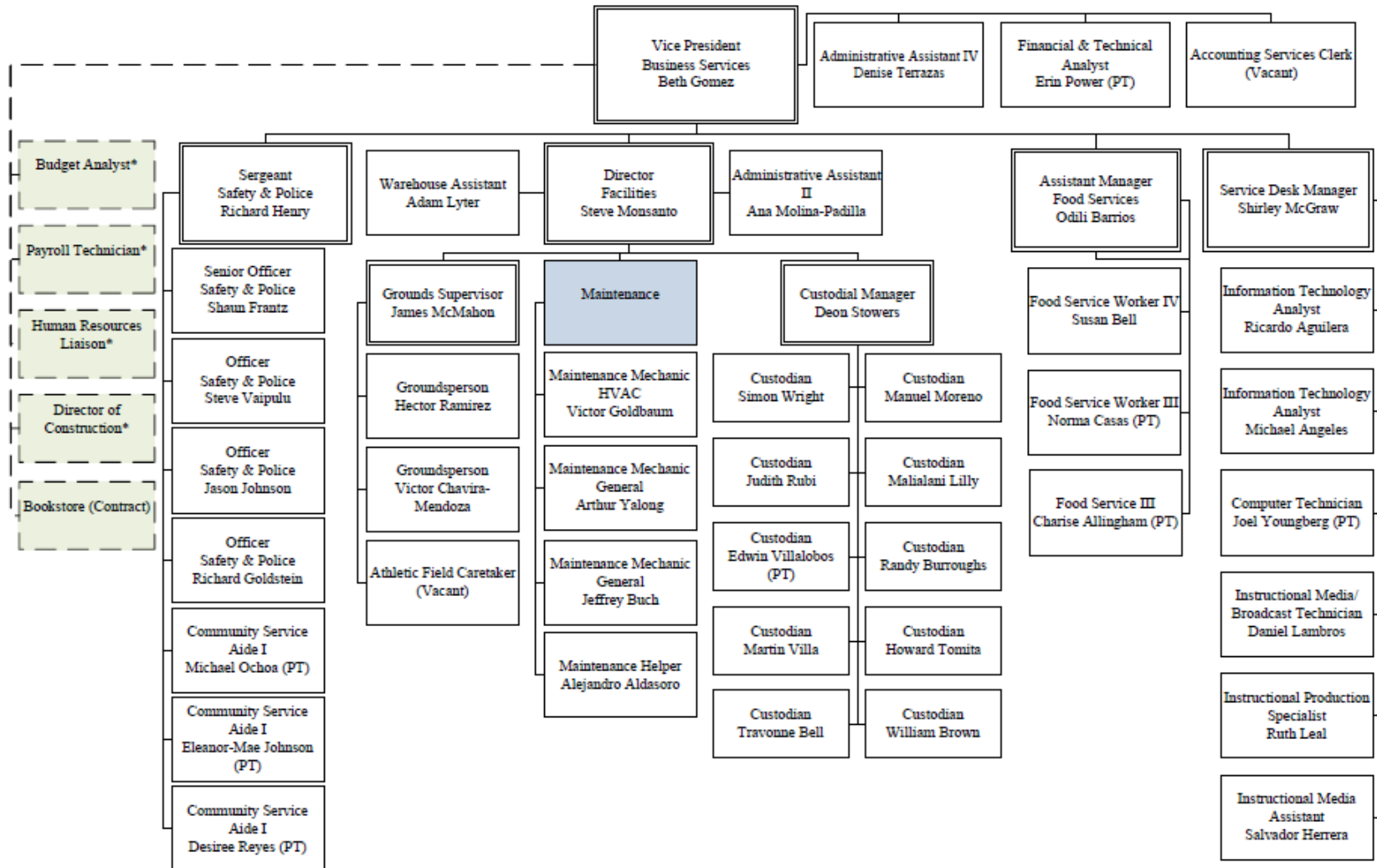
**Directions:** The primary purpose of this update is to provide an overview of your unit’s assessment activities (plans, data, responses to data, etc.) for the previous academic year as well as your plans for assessment in the upcoming academic year. If you have any questions regarding the assessment process on this aspect of the report, please contact your vice president, or the Assessment Co-chairs, Sarah Burnett at [sarah.burnett@norcocollege.edu](mailto:sarah.burnett@norcocollege.edu) or Greg Aycock at [greg.aycock@norcocollege.edu](mailto:greg.aycock@norcocollege.edu). See Appendix 1 for more information about assessment.

### Current year’s assessment plan

SAO to be assessed:	What assessment methods do you plan to use?	When Will Assessment Be Conducted and Reviewed?	What result, target, or value will represent success at achieving this outcome?	How do you anticipate using the results from the assessment?	EMP GOALS
In support of students, the staff in the maintenance department will establish a benchmark time frame for completing work orders within 5 business days.	FootPrints Reports	Reports will be generated on a monthly basis	Using the FootPrints system, we will check the dates that work requests are entered, reviewed, assigned (printed), and completed.	To make continuous improvements in efficiency levels, customer service, and work quality performance in all departments.	2,5,6,7

# Riverside Community College District

## Norco College – Business Services



\*Centralized service with a dedicated staff person to serve the Norco College.

\*\*Centralized service with two FT positions dedicated to and located at NC, along with PT positions.

PT=Permanent Part-Time Employee

r05/2016

6. **Staffing Profile (Please indicate the number in terms of FTE. In other words a full time staff person is a 1, and a half time person is a .5)**

Position	Staffing Levels for Each of the Previous Five Years					Anticipated total staff needed	
	2012	2013	2014	2015	2016	2017-2018	2018-2019
Administration	1	1	1	1	1	1	1
Classified Staff FT	4	4	4	4	4	5	5
Classified Staff PT	0	0	0	0	0	0	0
Confidential Staff FT	0	0	0	0	0	0	0
Faculty Reassigned FTE Full time	0	0	0	0	0	0	0
Faculty Reassigned FTE Part time	0	0	0	0	0	0	0
<b>Total Full Time Equivalent Staff</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

Complete the Management and/or Staff request form that follow if new employees are needed.

When filling out the form on the next page please **consider** the following in framing your “reason:”

- a. *Has the workload of your unit increased in recent years?*
- b. *Has technology made it possible to do more work with the same staff? Or, has technology increased your work load (adding web features which need updating for example)?*
- c. *Does the workload have significant peaks and valleys during the fiscal year that would be best filled by part time staff?*

**7. Staff Needs**

**NEW OR REPLACEMENT STAFF (Administrator, Faculty or Classified)<sup>1</sup>**

<b>List Staff Positions Needed for Academic Year <u>2016-2017</u></b> Place titles on list in order (rank) or importance.	<b>Indicate (N) = New or (R) = Replacement</b>	<b>Annual TCO*</b>	<b>EMP GOALS</b>
1. N/A <u>Reason:</u>			
2. <u>Reason:</u>			
3. <u>Reason:</u>			
4. <u>Reason:</u>			
5. <u>Reason:</u>			
6. <u>Reason:</u>			

\* TCO = "Total Cost of Ownership" for one year is the cost of an average salary plus benefits for an individual. Use space for language or linking resources to assessment.

TCO: <http://www.norcocollege.edu/about/business-services/Pages/index.aspx>

<sup>1</sup> If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

**8. Equipment (including technology) Needs Not Covered by Current Budget<sup>2</sup>**

<b>List Equipment or Equipment Repair &amp; Technology Needed for Academic Year <u>2016-2017</u> Please be as specific and as brief as possible.</b> Place items on list in order (rank) or importance.	Annual TCO**			EMP GOALS
	Cost per item	Number Requested	Total Cost of Ownership	
<b>1. Redesign Upstairs Library Air Conditioning System</b> <u>Reason:</u> Current system cannot handle heat load	<b>\$350,000</b>	<b>Job</b>	<b>\$350,000</b>	<b>2,4,6,7</b>
<b>2. Upgrade EMS System Modules Controllers</b> <u>Reason:</u> Better independent controls to avoid losing communication	<b>\$150,000</b>	<b>Job</b>	<b>\$150,000</b>	<b>2,4,6,7</b>
<b>3. Portable Air Conditioners</b> <u>Reason:</u> To handle Campus wide emergencies	<b>\$3,000</b>	<b>Job</b>	<b>\$3,000</b>	<b>2,4,6,7</b>
<b>4. Upgrade Library Lighting</b> <u>Reason:</u> To improve energy efficiency	<b>\$1200</b>	<b>25</b>	<b>\$30,000</b>	<b>2,4,6,7</b>
<b>5. Card Access System for Student Services Bldg</b> <u>Reason:</u>	<b>\$150,000</b>	<b>Job</b>	<b>\$150,000</b>	<b>2,4,6,7</b>
<b>6. New Marquee sign on Third Street</b> <u>Reason:</u>	<b>\$150,000</b>	<b>1</b>	<b>\$150,000</b>	
<b>7. New power drill sets and table saws for mechanic</b>	<b>\$3,500</b>	<b>1</b>	<b>\$3,500</b>	
<b>8. New iPads to monitor EMS controls</b>	<b>1,000.00</b>	<b>1</b>	<b>\$,3000</b>	
<b>9. Power Supply back up batteries for card access systems</b>	<b>\$12,000</b>	<b>Job</b>	<b>\$12,000</b>	

<sup>2</sup> If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the “reason” section of this form.

<b>10. Electric Car Charger</b>	<b>\$8,000</b>	<b>1</b>	<b>\$8,000</b>	
<b>11. New LED sign for soccer field</b>	<b>\$3,000</b>	<b>1</b>	<b>\$3,000</b>	
<b>12. Replace kick board logo for soccer field</b>	<b>\$4,000</b>	<b>1</b>	<b>\$4,000</b>	
<b>13. Lighting upgrade Atec 114</b>	<b>\$18,000</b>	<b>Job</b>	<b>\$18,000</b>	
<b>14. Campus wide new signage</b>	<b>\$25,000</b>	<b>Job</b>	<b>\$25,000</b>	
<b>15. Pressure Sprayer for air conditioning coil cleaning</b>	<b>\$4,500</b>	<b>1</b>	<b>\$4,500</b>	

\*\* TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year.

TCO: <http://www.norcocollege.edu/about/business-services/Pages/index.aspx>

Unit Name: Facilities - Maintenance

**9. Space Needs Not Covered by Current Building or Remodeling Projects\*<sup>3</sup>**

<b>List Space Needs for Academic Year</b> _____ <b>(Office space, storage, etc.,) Place items on list in order (rank) or importance.</b>	<b>Annual TCO*</b>
	Total Cost of Ownership
<b>1. N/A</b> <u>Reason:</u>	
<b>2.</b> <u>Reason:</u>	
<b>3.</b> <u>Reason:</u>	
<b>4.</b> <u>Reason:</u>	
<b>5.</b> <u>Reason:</u>	
<b>6.</b> <u>Reason:</u>	

\*Please contact your campus VP of Business or your Director of Facilities, Operations and Maintenance to obtain an accurate cost estimate and to learn if the facilities you need are already in the planning stages.

TCO: <http://www.norccollege.edu/about/business-services/Pages/index.aspx>

<sup>3</sup> If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the “reason” section of this form.



**10. Professional or Organizational Development Needs\*<sup>4</sup>**

<b>List Professional Development Needs.</b> Reasons might include in response to assessment findings or the need to update skills to comply with state, federal, professional organization requirements or the need to update skills/competencies. Please be as specific and as brief as possible. Some items may not have a direct cost, but reflect the need to spend current staff time differently. Place items on list in order (rank) or importance.	<b>Annual TCO</b>		
	Cost per item	Number Requested	Total Cost of Ownership
<b>1. Energy Management Training</b> <u>Reason:</u> Improved performance and energy conservation	<b>\$1,000</b>	<b>4</b>	<b>\$4,000</b>
<b>2. Off-site Training - Locksmith</b> <u>Reason:</u> Improved Safety and performance quality	<b>\$500</b>	<b>4</b>	<b>\$2,000</b>
<b>3. Off-site Training – Automatic Door Systems</b> <u>Reason:</u> Improved Safety and performance quality	<b>\$1,000</b>	<b>4</b>	<b>\$4,000</b>
<b>4. Off-site Training – Boiler Maintenance</b> <u>Reason:</u> Improved Safety and performance quality	<b>\$1,000</b>	<b>4</b>	<b>\$4,000</b>
<b>5. Off-site Training Electrical and HVAC</b> <u>Reason:</u> Improved Safety and performance quality	<b>\$1,000</b>	<b>4</b>	<b>\$4,000</b>
<b>6.</b> <u>Reason:</u>			

TCO: <http://www.norcocollege.edu/about/business-services/Pages/index.aspx>

<sup>4</sup> If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the “reason” section of this form.

11. **OTHER NEEDS<sup>5</sup>**

<p><b>List Other Needs that you</b> are certain do not fit elsewhere. Please be as specific and as brief as possible. Not all needs will have a cost, but may require a reallocation of current staff time. Place items on list in order (rank) or importance.</p>	<b>Annual TCO*</b>		
	Cost per item	Number Requested	Total Cost of Ownership
<p><b>1.</b> Budget – The Facilities Department budget is consistently under-funded on services. An additional \$35,000 is necessary for budget line 11-EDD-1000-0-6513-0000-5644  <u>Reason:</u> Service needs have increased due to increase in square footage and age of buildings</p>			<b>\$35,000</b>
<p><b>2.</b> Budget – The Facilities Department budget is consistently under-funded on repair parts. An additional \$20,000 is necessary for budget line 11-EDD-1000-0-6513-0000-4644  <u>Reason:</u> Parts, equipment, and maintenance needs have increased due to aging and increased usage, plus one additional off-site location which will need to be supplied.</p>			<b>\$20,000</b>
<p><b>3.</b> Budget – The Facilities Department budget is consistently under-funded on contractual services (fire, life safety, elevators, campus security, etc.). An additional \$35,000 is necessary for budget line 11-EDD-1000-0-6511-0000-5644  <u>Reason:</u> Due to increase in square footage with three new buildings, increase in contract costs, and additional security measures.</p>			<b>\$35,000</b>
<p><b>4.</b> Safety Signage  <u>Reason:</u> To make safety related signage requested by Safety Committee for new smoking laws</p>			<b>\$5,000</b>
<p><b>5.</b>  <u>Reason:</u></p>			

TCO: <http://www.norcollege.edu/about/business-services/Pages/index.aspx>

<sup>5</sup> If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the “reason” section of this form.

**12. Long Term Planning Needs<sup>6</sup>**

If your unit anticipates significant additional needs for personnel, equipment or facilities will occur two to five years from now please list those here*			
	Fiscal Year Needed	Number Requested	Total Cost of Ownership
1. District Moving Truck <u>Reason:</u> This vehicle will be used to pick up and drop off supplies campus wide by the warehouse personnel.		<b>1</b>	<b>\$50,000</b>
2. <u>Reason:</u>			
3. <u>Reason:</u>			
4. <u>Reason:</u>			
5. <u>Reason:</u>			
6. <u>Reason:</u>			

TCO: <http://www.norcollege.edu/about/business-services/Pages/index.aspx>

*\*Significant needs are generally those with annual costs over \$20,000. They may be the result, for example, of institutionalizing a grant, anticipated growth, or major equipment coming to the end of its life.*

<sup>6</sup> If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the “reason” section of this form.

## Assessment

**Why Administrative Units Conduct Assessments:** Research indicates that collecting and analyzing evidence leads to improvement of institutional or unit level effectiveness. In addition it:

- Ensures units are examining their services and programs
- Documents outcomes assessment and internal improvement efforts
- Allows each unit to demonstrate how well it is performing
- Allows for requesting resources
- Relies on fact, not perception
- Allows unit staff to prioritize improvements.

### **Steps to Developing Assessment Plans & Reports**

**1. Unit develops measurable Service Area Outcomes (SAO).** An SAO is a “specific statement that describes the benefit that a [unit] hopes to achieve or the impact [. . .] that is a result of the work that your unit performs. Outcomes should be:

- Challenging but attainable”
- Articulate what the unit wants to achieve
- Indicate end results for the unit rather than actions
- Relate to the unit’s mission and vision
- Focus on the benefit to the recipient of the service
- Be stable over a number of years. If it is time dependent, it is most likely a goal not an outcome; and
- Be measurable and directly related to the work of your unit.<sup>7</sup>

Stems for writing outcomes can include:

- “In support of student learning, staff will \_\_\_\_\_”
- “Students are aware of \_\_\_\_\_”
- “Administrators (or staff) have the \_\_\_\_\_”

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<sup>7</sup> Source: The American University in Cairo. “A guide to developing and implementing effective outcomes assessment: Academic support and administrative units.” December 1, 2007. Retrieved on the internet at <http://ipart.aucegypt.edu>

2. **Unit defines how it will assess progress (non-evaluative) towards the outcomes.** The unit might consider taking an inventory of current tools being used. For example:
- What information is being collected already?
  - What assessment are you already using?

Methods that can be used to measure progress include, for example:

- Student satisfaction surveys
- Number and type of complaints
- Growth in a specific function
- Comparisons to professional organizations' best practices
- Focus groups
- Opinion surveys
- Time to complete a task

3. **Unit completes the assessment plan and carries out the assessment.** In order to ensure the plan is completed:
- Designate a coordinator for the assessment project and/or assign responsibility for individual components.
  - Develop a timeline indicating when work will be collected, results tabulated, analysis completed, and subsequent dialogues.

**Unit gathers information, analyzes results, communicates findings, and takes action.** This step is important as it is used to identify changes needed to improve efficiency, effectiveness, and unit performance. It should also be applied to for planning and budgeting and resource allocation requests (short term and long term). Ultimately it may be tied to the institution's ability to achieve its mission.