

Assessment of Non-Academic Outcomes (Fall 2003 and Spring 2004)

Please provide the information below about how your unit assesses the extent to which it meets its expected outcomes. If you need assistance, please contact Dr. Virginia Wheelless at 565-2085 or on Groupwise email. This information is due in the Planning Office no later than February 2, 2004 and will be updated annually.

Unit: Business Services

Date February 11, 2004

Person Completing the Information: Chuck Fuller

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Head of the Unit: Chuck Fuller

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- I. Mission: Business Services' Mission: As partners in the success of UNT: We foster effective relationships with our customers. We make it our business to provide maximum value and quality services.

- II. Previous Evaluations of the Unit:
 - a. Business Services is rather small (4 employees). Our function is to serve the departments within Business Services (Dining Services, Gateway and the Coliseum, Housing and Residence Life, University Union, Printing and Mail Services). Our philosophy of operation centers around Servant Leadership. As such, we seek evaluation from our departments and employees on a constant basis, through 360° employee evaluation processes and other means.
 - b. We are primarily commercial in nature. Net Incomes generated by our operations are returned to the facilities as capital improvements in order to further serve the educational and programmatic needs of the students. Net Income, therefore is a crucial measure of our success.
 - c. Best Practices are measured through visits to peer institutions, private sector companies, and literature scans. This is done throughout the year by all of our staff.

- III. Statement of Expected Outcomes:
 - a. Generate sufficient net income to sustain adequate reserves and to accomplish the capital plan for renovation and repairs.
 - b. Participate with departments to ensure the adequate evaluation for operations and service.

- IV. Measuring Expected Outcomes:
 - a. Annual Report. Measures the annual success of our operations. Additional measures are taken monthly with departmental reports of operation.
 - b. Annual departmental reports. These measure the programmatic success of the departments, including any customer survey, peer review, best practices, etc.

- V. Use of Assessment Results.
 - a. Based on the annual performance, fees are set, personnel issues are made, and functions evaluated and changed to optimize income for necessary reserves and renovations.
 - b. Based on Departmental reports, and the inclusive evaluations, funding decisions are made, functions changed, personnel decisions made, and a myriad of other decisions initiated to improve operations, financial performance, and service.

- VI. Changes Made Based on Assessment Results:
- a. Reduced Housing expenses by \$200,000 in the past year to make budgeted Net Income
 - b. Reallocation of scholarship inputs done to increase scholarship commitment in the past year to \$70,000, and \$80,000 for the coming year
 - c. Rearrangement of Printing Services done to initiate the HP/Indigo project for the production of high-speed digital color.
 - d. Reorientation of Printing and Mail Services to integrate printing and mail procedures to reduce cycle times. Model based on private sector fulfillment companies.
 - e. Moved catering from Union to Dining Services to vertically integrate food operations, making better use of automation and existing personnel. Operation has returned positive net income for the first time in many years.
 - f. Outsourced maintenance of HVAC systems to provide lower long-term costs and provide substantially higher uptime.
 - g. Working with Environmental Sciences to initiate a food waste recycling program to reduce tipping charges and produce salable byproducts. Initiatives came from best practices seminars attended with Environmental Sciences.