Assessment Report Summary
Program: Business Affairs

College of Charleston
Business Affairs
Administration and Planning

Facilities Planning

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014 this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

Facilities Planning has used assessment results to focus on improvement in the provision and delivery of needed facilities as delineated in the Campus Master Plan. Facilities Planning has successfully participated in the planning, design and construction, as well as in the acquisition, of high priority facility and landscape requirements in support of the mission and strategic direction of the institution.

Physical Plant

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the
Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

Physical Plant has used assessment results to focus on improvement for design and construction, historic preservation, operation and maintenance. Physical Plant has focused on balancing our workload to better serve our constituents. Physical Plant will continue to participate in professional development to keep staff qualified in specific areas of design and construction as well historic preservation.

Business and Auxiliary Services

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

Business and Auxiliary Services (BUAS) has used assessment results to focus on improvement for customer satisfaction, operational efficiency, and financial effectiveness. BUAS has successfully offered more textbook and meal plan options as well as extending various types of service at the copy center, cougar card, parking services, campus housing, and mail services.

Environmental Health and Safety

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).
The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

Environmental Health and Safety (EHS) has used assessment results to focus on improvement for customer satisfaction, statutory compliance, and operational efficiency. EHS has successfully transitioned to a integrated chemical inventory web-based system across campus, conducted more biosafety research reviews, began more pre-research safety audits, and conducted more personal and area air sampling of employees and facilities.

Fiscal Services

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

Fiscal Services Division and its three administrative units have used assessment results to focus efforts on operational efficiency, financial effectiveness, and customer service.

Consistently achieving clean audits and publishing high quality comprehensive financial statements is a clear demonstration of continuous improvement. Fiscal Services collaborates with other administrative areas in pro-actively scanning environmental factors such as changes in the economy, shifts in enrollment, and other unplanned and unexpected changes. Comparing actual performance against targets and being aware and nimble enough to make timely revenue and expense budget adjustments due to those changes is another important sign of financial stability and continuous improvement.
Governmental Relations

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

Government Relations has used assessment results to focus on improvements and efficiency for reporting actions taken by members of the General Assembly to college administration and trustees. Government Relations has successfully provided up-to-date information in areas of legislation and budget items.

Human Resources

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.
Human Resources is assessing modifications to staff performance evaluation system, identifying retention issues through an exit survey, and implementing measures in compliance with the Affordable Care Act. HR has used the assessment process to implement improvements related to training and development, employee evaluation, retention, process efficiencies, compliance, and communication and conflict resolution.

Information Technology

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

Information Technology (IT) has used the assessment process and assessment results to focus on improvement for customer satisfaction, technology resources, transparency, and information security. IT has successfully implemented projects and systems, such as classroom upgrades and Office 365 that provide benefits to a wide campus audience.

Teaching, Learning, and Technology

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator
Teaching, Learning & Technology (TLT) has used assessment results to improve processes, procedures, programs, and services that relate directly to faculty development. TLT has successfully re-formatted faculty development programs such as the FTI while also creating new programs, like the Professional Learning Clubs, that allow faculty to focus on teaching and learning topics, and to reflect and redesign course work.

Internal Auditor

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

The Internal Auditor uses the assessment process to focus on identifying and mitigating risks that have been prioritized by the management of the College of Charleston. During the year, progress made toward outcomes is measured and changes are made, where possible, to meet the plan.

Office of Sustainability

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

For the OOS, all targets were met in 2016 toward carbon neutrality, creating zero waste events, and continued development of a robust, holistic experiential internship program. Specifically, the OOS continued its longitudinal assessment and analysis of GHG emissions as part of the directive of AASHE and the President's Climate Commitment. The OOS generated a focused goal of improving awareness of zero waste and specifically zero waste events (ZWEs) on campus in 2016, and this was accomplished. Finally, the internship program continues to develop in dynamic ways that promote sustainability knowledge, enhanced skill development and experiential learning. In many
ways, these experiences profoundly reorient students to think about the world differently and to reshape their definitions of sustainability very significant ways. The assessments have helped to align our resources more efficiently and to target our outcomes with more refinement. The process has helped to enhance our deliverables and service to students.

Procurement

Assessment Report Summary

7. Summary of Assessment Results with Focus on Program Improvement: Describe evidence-based changes that have taken place within the last few assessment cycles because of assessment. Statements must be supported by evidence from the assessment report(s).

The Division of Business Affairs has established formal strategic performance indicators to evaluate opportunities for the administrative support services to increase efficiency and effectiveness in carrying out the mission of Business Affairs. These indicators are reported to the Executive Vice President of Business Affairs to make improvements in their services and operations. The indicators consist of customized performance goals and measures developed by each department in Business Affairs, which contributes to the overall Business Affairs assessments. The indicators are provided through bi-monthly scorecards. The scorecards methodology is modeled after a similar process used by the Boeing Company for operational excellence. In 2014, this process matured with all departmental units in Business Affairs recording assessment plans in Compliance Assist, in addition to the performance indicator process.

Procurement has used assessment results to focus on compliance with state code and College policies, enhanced communication with constituents, and exploring innovative ways of saving money and contributing to our sustainability goals. We have successfully implemented various training modules, both on-line and in-person. We are performing data analysis by department and sharing those results, and we are continuing to reducing our carbon footprint and conserve resources through a managed print program.