



Facilities, Grounds, and Transportation  
Co-Curricular Program Review 2022-2023

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# Maintenance, Grounds, and Transportation Co-Curricular Review 22-23



The Facilities, Grounds, and Transportation Department at Mid-America Christian University is committed to providing a safe, functional, and aesthetically pleasing campus environment that enhances the educational experience of our students, faculty, and staff.

– FGT MISSION STATEMENT

# Mission

- Department Coverage: How We Support the MACU Mission
  - Manages and maintains 250,000 square feet of building space
  - Takes care of 130 mechanical heating and air units
  - Maintains 67 acres of campus greenery
  - Provides transportation services with a fleet of 17 vehicles
- Vision for the Future:
  - Continues to grow in service offerings
  - Updating outside lighting, increasing landscaping, planting more trees, building a prayer labyrinth
  - Potentially renovating the south resident building

# Opportunities for Improvement

- Enhance the beauty of the campus both inside and outside
- Update paint colors and implement better deep cleaning practices
- Ensure employees have a comfortable and functional workspace



# Program and Services

- Goal is to deliver quality products, support, and services for MACU's faculty, students, and staff through Wildly Important Goals (WIGs) that enhance the student experience.
  - Developed WIGs over the last three years
  - Addressing areas of grounds beautification, creating a five-star indoor experience, exterior facility care, and capital investment maintenance.
- Policy documentation exists within the student handbook
- Follow local codes for guidance

# Opportunities for Improvement

- We measure our effectiveness in a qualitative manner based on conversations with students and faculty.
- We aim to use the student satisfaction survey to provide assessment data.





# Student Learning, Development, and Success

- Our student learning outcomes are found in the fact book
  - Graduation numbers
  - Recruitment numbers
  - Diversity
- Our contribution to learning
  - Provide support to departments and students to impact learning, development, and success

# Opportunities for Improvement

- We need to develop a better metric for success
  - The fact book is a lag measure



# Assessment

- We use several mediums of assessment
  - Priorities for assessment come from three areas:
    - the university's goals and objectives
    - industry inspections
    - customer satisfaction and student retention
- We measure ourselves to ensure we are aligned with our mission and use program WIGs and meetings to focus on key areas for improvement

# Opportunities for Improvement

- Improve on engaging our constituents and developing a formal assessment plan and process
- Our biggest area for assessment is to develop systems to allow us to see real-time data for areas such as HVAC and review assessment data more often
- We could leverage a TV or monitor in our offices to show real-time assessment data to react quicker.



# Access, Diversity, and Inclusion

- We celebrate diversity and strives for inclusivity in orientation for all attendees
- Facilities and grounds are designed to support students with disabilities
  - Office signage has been updated with braille for visually impaired individuals
  - Strobes for fire alarms and emergency alerts (Alertus) are provided for hearing impaired individuals
- Diverse workforce in terms of race, gender, and national origin including full-time employees and student employees from around the world
- Works closely with the Student Success Center to assist students who may need accommodations

# Opportunities for Improvement

- Our philosophy is to hire the best individual for a position regardless of any characteristic.
- This has worked well for us
- No changes at this time.



# Leadership, Management, and Supervision

- Director of Facilities Reports to CIO – Held Responsible
- Challenge – Staff Turnover
  - Outsourced areas include mowing, weed control, plumbing, electrical, HVAC, construction, and custodial
- We perform WIGs and Long-Range Planning
- Collaborative effort with University President and COO for priority projects

# Opportunities for Improvement

- Use need to use internal student data more to assist in making informed decisions
- Leverage computer-based training more for professional growth.





# Human Resources

- Hire based on talent

| Name           | Position               | Highest Degree     | Hire Date  |
|----------------|------------------------|--------------------|------------|
| Connie Gall    | Director of Facilities | A.S. Horticulture  | 09/26/2013 |
| Dusty Figura   | Maintenance Sup.       | M.S. Counseling    | 06/14/2011 |
| June De La Paz | Gen. Maintenance       | B.A. Business      | 06/08/2022 |
| Bill Craig     | Gen. Maintenance       | Navy CB – 22 Years | 11/29/2022 |

- Utilize student workers primarily for help desk positions.

# Opportunities for Improvement

- None at this time.



# Collaboration and Communication

- Helpdesk - Communicate
- Email - Communicate
- SafeZone App- Communicate
- Memos - Communicate
- We aim to provide students with the best possible experience on campus, which in turn, may positively impact their decision to stay and continue their education at our university.

The screenshot shows a helpdesk interface for Ticket 11887. The ticket title is "Ticket 11887" and the subject is "Name not found." with a note "\*See name in subject." The overall ticket status is "Open". The urgency is indicated by a progress bar. The ticket is currently "Unassigned" and has a "no image" placeholder. A "Re-Assign To" button is visible. The main listing is set to "Maint.". The ticket description reads: "Luke Lilly - Van Can I get a van for North Round Table transportation. Can I get it at the end of today, so I can start loading in the AM Location: Cafe 1412 Email: diningservices@macu.edu Phone: 4056923232". There are no documents associated with this ticket, and a "no image available" placeholder is shown on the right side of the ticket details.

# Opportunities for Improvement

- We can always improve Collaboration and Communication
- Improvements to helpdesk
- Texting students



# Ethics, Law, and Policy

- Committed to following building and city codes and regulations
- Trust between employees required
- Adherence to all laws and building codes
- Security cameras deployed for accountability and theft prevention
- Work closely with HR to protect confidentiality and privacy

# Opportunities for Improvement

- We need a document defining the ethical standard we expect of employees.



# Financial Resources

- Utilize buying groups for better pricing
- Receive multiple bids on large projects
- Meet with cabinet members on their divisional needs
- Meet regularly meets with program and department leaders to identify unmet needs and conducts an annual review of student satisfaction surveys to factor into budget planning.

# Opportunities for Improvement

- We can do a better job telling what we do – for example, office upgrades or furniture replacements.





# Technology

- We categorize technology as mowers, vehicles, HVAC systems, and access control.
- We collaborate with Campus Safety and the Office of Information Technology for access control.
- We maintain a comprehensive inventory of capital items.
- We use the student satisfaction survey to gauge the effectiveness of our technology.

| Mileage Log                         |          |                     |      |      |         |
|-------------------------------------|----------|---------------------|------|------|---------|
| Total Milage for all Macu Vehicles. |          |                     |      | 0.0  |         |
| Start date                          | Make     | Description         | Vans | Year | Mileage |
| 3/30/2023                           | Chevy    | 3500 12 pass van    | 7    | 2007 | 183,607 |
| 3/30/2023                           | Ford     | E350 12 pass van    | 14   | 2011 | 148,279 |
| 3/30/2023                           | Ford     | E350 12 pass van    | 15   | 2010 | 187,058 |
| 3/30/2023                           | Ford     | E350 12 pass van    | 16   | 2012 | 141,001 |
| 3/30/2023                           | Ford     | E350 12 pass van    | 18   | 2013 | 120,141 |
| 3/30/2023                           | Ford     | E350 12 pass van    | 22   | 2014 | 141,134 |
| 3/30/2023                           | Ford     | transit 12 pass van | 23   | 2016 | 119,410 |
| 3/30/2023                           | Ford     | transit 12 pass van | 24   | 2017 | 110,397 |
| 3/30/2023                           | Ford     | transit 12 pass van | 25   | 2017 | 119,410 |
| 3/30/2023                           | Ford     | transit 12 pass van | 26   | 2020 | 31,414  |
| 3/30/2023                           | Ford     | transit 12 pass van | 27   | 2020 | 32,176  |
| Cars                                |          |                     |      |      |         |
| 3/30/2023                           | Ford     | Flex                | 8    | 2015 | 153,467 |
| 3/30/2023                           | Rogue    | Rogue               | 9    | 2015 | 153,845 |
| 3/30/2023                           | Infinity | Infinity            | 10   | 2009 | 133,538 |
| 3/30/2023                           | Ford     | Taurus              | 11   | 2013 | 148,196 |
| 3/30/2023                           | Ford     | Escape              | 12   | 2011 | 125,102 |
| 3/30/2023                           | Ford     | F150                | 13   | 1998 | 122,399 |
| Bus                                 |          |                     |      |      |         |
| 3/30/2023                           | Ford     | Econoline           | 18   | 2013 | 16,095  |

# Opportunities for Improvement

- None identified
- Always areas to improve



# Facilities and Infrastructure

- Maintain 67 acres, 9 buildings, 4 housing units, 17 vehicles, 3 athletic fields, and 250,000 sq. ft. of space
- Monthly inventory using tech software for maintenance program
- Sustainable practices implemented, such as LED lights and planting new trees
- Regular inspections for compliance with codes, laws, and accessibility, health, safety, and security
- Refresh of all classrooms in Fozard and Kennedy Hall in Summer 2022 with integrated classroom controls and brighter projectors

# Opportunities for Improvement

- Working on a deferred maintenance plan.
- Better communicate with each other if we were able to consolidate all functions of FGT under one roof and workspace.



Questions?





# MISSION

## Overview

The [mission of the department](#) was clarified and redeveloped in 2023 as part of this program review. This mission statement is as follows.

“The Facilities, Grounds, and Transportation Department at Mid-America Christian University is committed to providing a safe, functional, and aesthetically pleasing campus environment that enhances the educational experience of our students, faculty, and staff.”

The mission of the department guides what we do and how we do it. We are a support department that is evidenced by the constituents we serve.

### 1.1 Mission Statement

Our mission supports the overall mission of the university by maintaining and improving the physical facilities and grounds of the campus, and by providing reliable and efficient transportation services. We strive to create an environment that fosters collaboration, innovation, and problem-solving for the glory of God through Jesus Christ, and for the benefit of our community and society as a whole.

### 1.2 Summary Statement

Our vision for the future is multi-faceted. We understand the importance of excellent customer service and student satisfaction, which is why we aim to continue making improvements to our campus facilities and outdoor landscaping. We support the University and its mission through reactively serving the needs of the University while proactively planning for upcoming needs. While not all service requests directly affect the classroom, faculty or students’ learning, most of the needs indirectly impact the mission through the service that other departments provide. In a way, we serve as an extension of the various units around campus.

Data was gathered for this program review through analyzing internally collected data as well as third party data. This data is revealed throughout the program review. The vision for the next three years is to continue to grow in our service

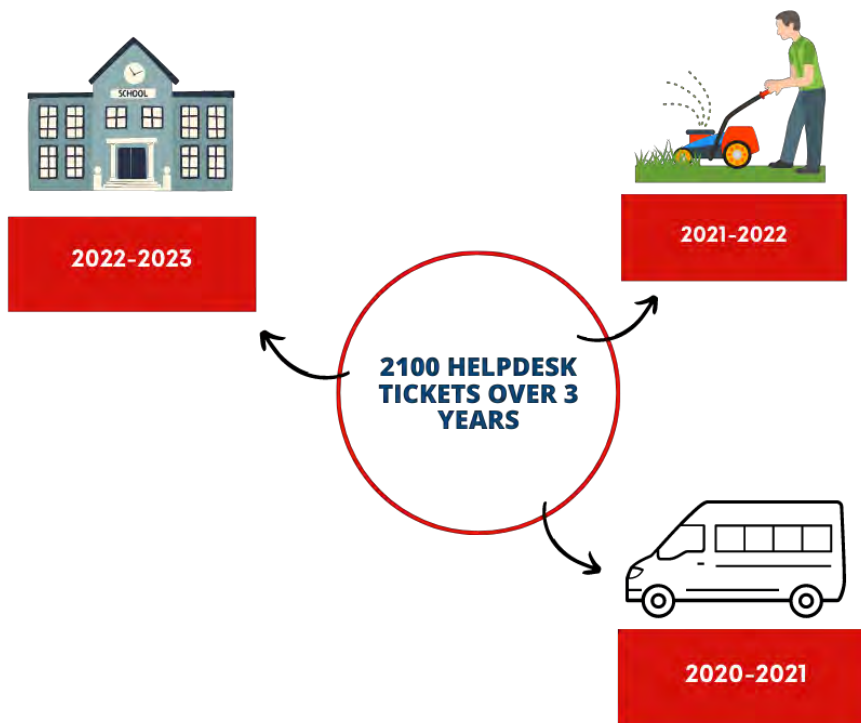


offerings. The [long-range strategic planning document](#) demonstrates the vision for the next three years. Strategic planning for a look-back period of three years is featured later in the program review.

Over the past three years the department has grown in its coverage. New facilities have come online such as:

- The O'Brien Activity Center
- Evangel Corner – Coffee and Spirit Store
- The addition of 24 living spaces on the second floor of Kennedy Hall.

Our Facilities, Grounds, and Transportation Department at Mid-America Christian University is responsible for managing and maintaining a total of 250,000 square feet of building space, with Fozard Hall being the largest building at 72,000 square feet. We take care of 130 mechanical heating and air units across all our buildings to ensure optimal indoor air quality and comfort for our students, faculty, and staff.



In addition, our Grounds team is dedicated to maintaining the 67 acres of beautiful campus greenery, making sure the grounds are well-manicured and aesthetically pleasing for all who come to campus.

Reliable transportation is also a key part of our role, as we provide transportation services to our community with a fleet of 17 vehicles, including a 32-passenger bus. At Mid-America Christian University, we take pride in providing a safe and comfortable campus environment that enhances the educational experience for all.

Our goal is to create a welcoming and comfortable atmosphere that fosters a sense of community and inspires our students, faculty, and staff. Through future projects such as updating outside lighting, increasing landscaping at O'Brien Training Center and Fozard Hall, planting more trees across campus, building a prayer labyrinth, creating a Harrington courtyard, and potentially renovating the south resident building across from Harrington, we will achieve this vision.

Additionally, we recognize the importance of reliable transportation services for our community. Therefore, we plan to replace our vehicle fleet to ensure that our employees can travel safely and efficiently. At Mid-America Christian University, we strive to provide a campus environment that reflects our commitment to excellence and serves as a source of pride for all who come here.

### 1.3 Opportunities for Improvement

Completing this assessment has uncovered opportunities for improvement. We recognize that there are continued opportunities to enhance the beauty of our campus both inside and outside. Planting trees, repairing walkways, adding lighting, and creating outdoor gathering places are just a few of the projects that are available to us.

To improve the indoor facilities, we plan to update the paint colors and implement better deep cleaning practices. We also want to ensure that each employee has a workspace that is comfortable and functional, and where they can be as productive as possible.

Our ultimate goal is to provide a "Disney Experience" for our students, faculty, and staff, where every detail is taken care of to ensure their satisfaction. We believe that paying close attention to every detail, no matter how small, will make a big difference in creating an exceptional campus environment.

# CAFÉ 1412



# PROGRAM AND SERVICES

## Overview

The guiding goal of the Facilities, Grounds, and Transportation Department (FGT) is to deliver quality products, support, and services that focus on MACU's faculty, students, and staff. This is accomplished through the development of the program's Wildly Important Goals (WIGs). These WIGs are sometimes established on a program level and other years there are sub-WIGs which are defined within functional units of the program. These WIGs enhance our service offering and as a result enhance the student experience. When we enhance the student experience we are contributing to recruitment and retention which are ways we can see that our efforts are effective.

## 2.1 Program and Services Goals

FCT has developed WIGs over the last three years. The goals are established in June and reviewed throughout the year. Final evaluation of the efficacy of the goals occurs in May.

### 2020-2021

#1 – We will go from intentionally addressing 0 to 4 areas of grounds beautification, create a five-star indoor experience, exterior facility care, and capital investment maintenance by May 31, 2021.

### 2021-2022

#1 – We will go from intentionally addressing 0 to 4 areas of grounds beautification, create a five-star indoor experience, exterior facility care, and capital investment maintenance by May 31, 2022.

### 2022-2023

#1 – We will create a deferred maintenance plan for the campus by May 31, 2021.

Over the past three years, WIG meetings have been held to ensure progress was made towards the goals.

## 2.2 Program Design, Structure, and Framework

The guiding principles of the program are policies which can be accessed in several locations. Policies governing students can be found in the [student handbook](#). In order to reflect the compliance related nature of the program, local codes in many cases govern the policies of MACU. These are reflected in annual [fire](#), [elevator](#) or [health inspections](#). Internal policies are reviewed as a collaborative effort of internal experts, as well as outside vendors we trust in the areas of construction, plumbing, electrical, or grounds. Reviewing what other schools are doing also provides additional expertise.

Internal policies are documented on [EvangelNet](#) that share forms such as our [key assignment policy](#), [insured driver form](#), and [vehicle reservation forms](#).

## 2.3 Program Documentation

FGT's documentation for MACU's internal and external constituencies exists within the student handbook. We do not maintain a Program sheet, nor do we provide solutions for curriculum.

## 2.4 Opportunities for Improvement

We feel we offer effective programs and services that do enhance the student experience; however, we measure these in a qualitative manner based on conversations with students and faculty. We can improve to find more quantitative measurements of our effectiveness. We use the [student satisfaction survey](#) to provide assessment data, but this is a lag measure and it too late for us to impact current students.



# STUDENT LEARNING, DEVELOPMENT, AND SUCCESS

## Overview

The most significant student learning, development, and success outcomes for our program are the [graduations rates along with our diverse student population](#). Since we do not directly assist with student learning, we use academic measures to determine the success of our systems.

### 3.1 Program Curriculum Map

Prior to the program's review, FGT did not have a Curriculum Map. As a service department, we do not produce curriculum or directly impact student learning outcomes outside of providing facilities conducive to learning as detailed in section 3.3. Our contribution as a service unit is to provide support to departments and students that directly impact student learning, development, and success.

### 3.2 Assessment of Student Learning and Development

Similar to the program curriculum map, we do not directly assess student learning and development. We provide support to programs that do handle this, such as academics and curriculum development. Our contribution is addressed more in section 3.3.

### 3.3 Program Contribution to Student Learning, Development, and Success

We feel that FGT does contribute to the learning, development, and success of students. The facilities we provide, such as classrooms, allow students to achieve their academic goals and prepare them for post-graduate work. A [significant investment](#) of around \$250,000 was made in the past three years to ensure we provide the facilities to contribute to students' success. The improvements were made in the classrooms in Fozard Hall to sheetrock all CMU

walls and provide new paint. We are working in partnership with the Office of Information Technology to mount TVs and other distance learning equipment in an effort to continuously improve our learning spaces.

We also contribute to the learning and development of students through our student housing. Over \$150,000 was spent on a recent Harrington Hall room upgrade and we also installed new flooring in the common spaces.

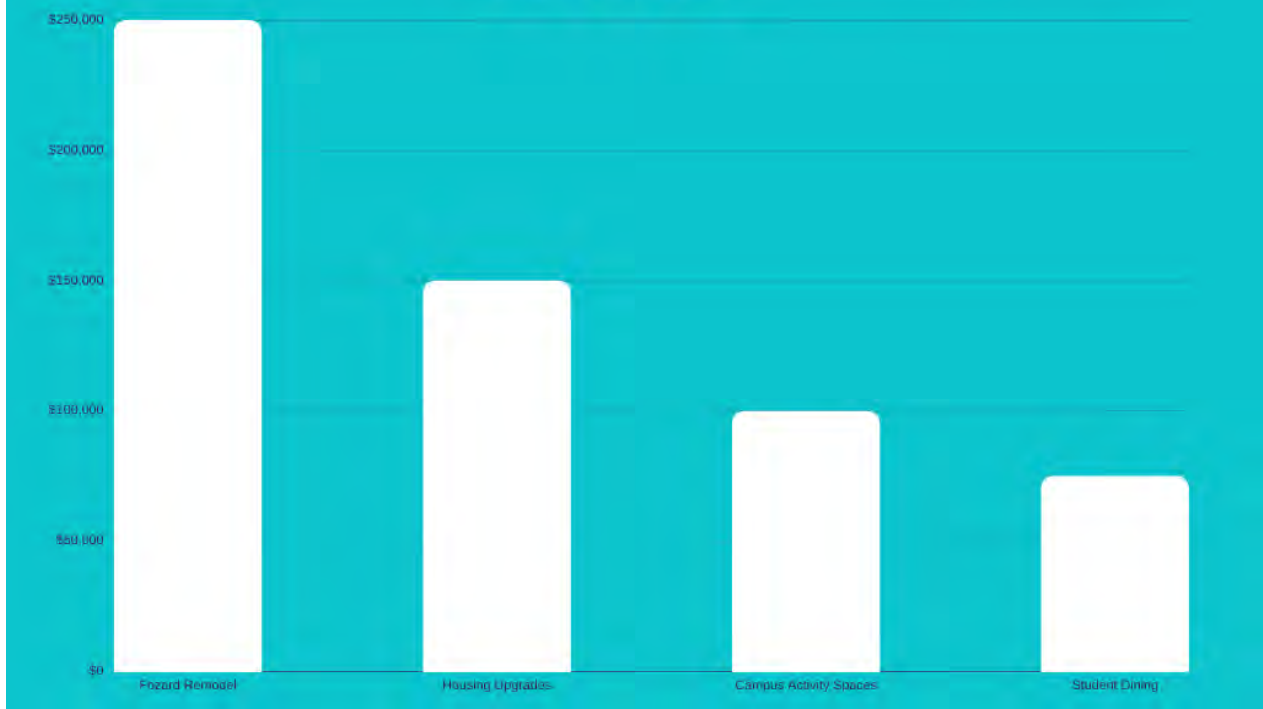


Renovations to learning and social spaces on campus have occurred as well over the past three years. The spaces allow students to not only be successful academically, but also socially. Over \$100,000 has been spent on spaces such as a remodel of our campus store, adding a coffee shop, building a pickleball court, and remodeling our outdoor athletic facilities. We have also spent close to \$75,000 to build a dining pergola and new kitchen equipment to enhance the student experience.





## FUNDS SPENT TO CONTRIBUTE TO STUDENT LEARNING, DEVELOPMENT, AND SUCCESS



While we review the [Fact Book](#) data and retention data, all these serve as delayed lag measures so we are constantly meeting to improve our systems to impact the students positively at a much quicker rate than that of annual data.

### 3.4 Opportunities for Improvement

We need to find a way to better measure our programs success before the lag measure of the fact book. This is a 12-18 month lag measure which does not allow us time to react in a timely manner. We need to find a metric that allows us to see more real-time student success and development so we can change course quicker if needed.

GAULKE ACTIVITY



# ASSESSMENT

## Overview

FGT uses multiple measurements to assess our current reality. The results of these assessments allow us to create a strategy for future assessment and improvements. The priorities for assessment come from three areas; the university's goals and objectives, and industry inspections. Regarding the first area, [customer satisfaction and student retention](#) are key measures for the university, thus we assess to ensure our employees are providing excellent service to our students, faculty, and staff. An example of the second area would be our use of the [faculty and staff survey](#) produced annually to ensure we are meeting the needs of those who are serving and teaching students. We also use annual inspections for as a form of assessment because by law we are required to pass our inspections such as an annual fire or health inspection.

### 4.1 Establishing a Culture of Assessment

There are several ways we measure and assess ourselves to ensure we are aligned with our mission. We support the policy of [annual staff-initiated evaluations](#) to ensure our staff are aligned with the goals of the department. We review reports that are provided by periodic inspections of our campus plant by 3rd parties. Each of these audits us to assess what we are doing and make changes if needed.

We also create program WIGs and hold meetings. These WIGs help us focus on key areas that we feel we need to improve on to achieve our mission. One area that we do need to improve is our communication with faculty, staff, and students. We are doing a lot of assessment, but we don't always communicate the details with our constituencies. We almost always pass our inspections with flying colors, but we do not communicate this with our staff and students.

### 4.2 Assessment Plan and Process

As shared above in 4.1, we need to improve on engaging our constituents. We also need to develop a formal assessment plan to show when and how we review the reports mentioned in 4.1. Currently, the review process is informal and changes are made as needed. We are working to better structure this to implement formal assessment plans.

### 4.3 Reporting Results and Implementing Improvement

As mentioned in section 4.2, we utilize multiple systems that report results. Many of these systems are automated and deliver daily, weekly, or monthly emails to us. One such system is our [Helpdesk System](#). Upon receipt of these emails, we review the results from the end-users and develop plans for improvement. However, there is an opportunity to create a more structured assessment and improvement plan.

An example of a system that we continuously monitor is our fire alarm system. We have this [system monitored 24/7](#), and if there is a failure, we are immediately notified. A third-party constantly assesses the status of our system, and in case a fire detection point goes offline, we are immediately alerted.

### 4.4 Opportunities for Improvement

Our biggest area for assessment would be to develop systems to allow us to see real-time data for areas such as HVAC so we can assess how well our systems are working.

We also have the opportunity to review assessment data more often. We get busy in our day to day activities that we sometime don't pause to assess the data we have. We need to better review our data to see if there are ways to improve our systems or level of support.

We also could leverage a TV or monitor in our offices to show real-time assessment data so we can react quicker.



# ACCESS, DIVERSITY, AND INCLUSION

## Overview

FGT celebrates the diversity of MACU's student body and strives to offer an inclusive orientation that is welcoming and accessible to all attendees without the threat of bias, discrimination, or harassment. In alignment with our departmental mission and vision, we seek to provide all students – regardless of their age, gender, race, nationality, veteran status, or disability – with equal access and opportunity for the same orientation experience.

We strive for inclusiveness by providing facilities and grounds that support students with disabilities. This is evidenced through an initiative the past three years to update office signage with braille for those who are visually impaired.



We also ensure that we have functional strobes around campus for fire alarms and have partnered with the Office of Information Technology to provide emergency alert strobes (Alertus) for those who are hearing impaired.



We also do not discriminate in our hiring as we employ a diverse workforce in terms of race, gender, and national origin. This applies to both full-time employees and our student workforce.

#### Full-Time Employees


| White | Non-White |  | Male | Female |
|-------|-----------|--|------|--------|
| 3     | 1         |  | 3    | 1      |

We have been blessed to employ a diverse student workforce the past three years with international student employees from Uganda, Brazil, Panama, England and Spain.

#### 5.2 Implementing Aspects of Access, Diversity, and Inclusion

Our goal is to serve all constituents and meet them where they desire to be met. For students, this might mean that they want to come into the office and meet a person face to face. We provide this service by carrying cell phones so we are readily available.

We also work very closely with the Student Success Center to assist students who may need accommodations.



### 5.3 Opportunities for Improvement

This is an area of strength for our department and we just need to continue doing what we are doing.

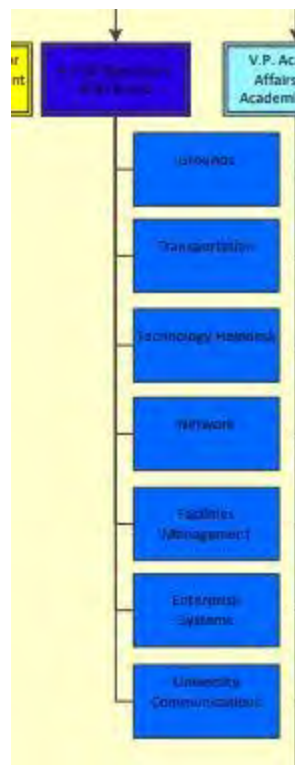




# LEADERSHIP, MANAGEMENT, AND SUPERVISION

## Overview

The Facilities, Grounds, and Transportation Department has seen consistent leadership over the past three years. The program is led by the director of Facilities, Connie Gall. This position is held responsible for advancing the mission of the department and [reports directly](#) to the Chief Operating Officer.



It is the responsibility of the Director of Facilities to ensure the success of the program, the quality of the services offered, the collaboration with other departments, and the gathering and dissemination of information. This is only achieved through collaborative, healthy communication and relationships with program leadership across the campus.

During the past three years, a barrier presented for advancing the mission was staff turnover. One member of the team left MACU to take a higher paying position at another local university. A second staff member left to pursue a calling as a pastor. This challenge was turned into an opportunity to restructure the department and outsource some areas to bring in more skilled labor. These areas include mowing, weed control, plumbing, electrical, HVAC, construction, and custodial.

## 6.1 Leadership and Supervision

The Director of Facilities partners with the Chief Operating Officer to lead a planning session each year to establish [WIGs](#) and [long-term planning](#). Strategic planning sessions are held annually to provide direction for the department. Data, such as budget information, is analyzed to inform decision making. Other information such as a [deferred maintenance plan](#) is analyzed as well to drive key decisions that are made daily, weekly, and monthly. Various data points inform to provide guidance into their decisions.

The leadership in the department works closely with HR to ensure compliance with areas of leadership such as performance evaluations and hiring practices. It is also important to the leadership to receive both technical and managerial training. The leadership meets with various 3<sup>rd</sup> parties to discuss inspections and learn new code.

## 6.2 Strategic Planning

FGT produces annual [long-range plans](#) as well as [4DX strategic plans](#). These are reviewed annually with WIG meetings to ensure ongoing assessment. The leadership also works closely with the University President and Chief Operating Officer to create a priority for the upcoming projects to work on. This collaborative effort allows for communication to see what is needed across the organization on a University level.

## 6.3 Opportunities for Improvement

We are very reliant on information from third-parties' auditors and vendors to drive our decisions. These typically come in the form of conversations. There is an opportunity to improve upon the use of internal student data to assist in making informed decisions. We also could leverage computer-based training more for professional growth.

# HUMAN RESOURCES



# HUMAN RESOURCES

## Overview

Facilities, Grounds, and Transpiration examines potential employees through several methods. This includes a review of experience and tasks performed at previous places of employment. These are typically identified from a resume and then future interview. Experience and references are a way to show demonstrated competency. One of the final methods of evaluation is in-person interviews. This allows us to meet the person, come to understand their personality, and ask exploratory questions about their work experience and certifications. In some cases, the in-person interview has prompted the requirement of a competency exercise to be completed and submitted as an additional metric to evaluate a candidate's skillset.

Current employees are evaluated annually through the [self-initiated annual performance review](#). Frequent, in-person meetings are held to visit about areas of strength and opportunities for improvement. We also look to reward exemplary performance which is done through several means. A reward may come in the form of a job promotion, salary adjustment, or change of title. With this promotion comes more responsibility. We also consider monetary rewards in the form of merit bonuses and/or raises.

With salaries being very competitive in this field due to a shortage of manual and skilled labor, we engage in various means of identifying our potential workforce. We hire student workers to assist with servicing our campus plant. This provides valuable experience and also provides a pipeline for talent that may lead to a full-time position. We occasionally have volunteers or interns that help in an effort to gain experience in the field. We utilize recent graduates.

We also have moved to an outsourcing structure which has eliminated the need for some positions. We have discovered through [outsourcing](#) we can find help that is current on industry trends, but we do not have to pay the high salaries that are not feasible for our budget. We heavily utilize this in the areas of mowing, construction, electrical, plumbing, and HVAC.

## 7.1 Staffing and Support

FGT takes a unique approach to hiring. We look for experience and talent, however, we do occasionally hire individuals with little experience but a wealth of talent. Our aim is to serve students well and our approach is we can train the right person if needed. We have found that teaching a person with no people skills who may have facilities experience is very difficult. For that reason, our approach is to find the right person and then hire for skills. Our standard for positions is a associate's degree, but exceptions are considered for difficult-to-hire positions. Our staff currently hold at least a bachelor's degree, but several hold a master's degree. Our full-time staff is listed.

| Name           | Position               | Highest Degree     | Hire Date  |
|----------------|------------------------|--------------------|------------|
| Connie Gall    | Director of Facilities | A.S. Horticulture  | 09/26/2013 |
| Dusty Figura   | Maintenance Sup.       | M.S. Counseling    | 06/14/2011 |
| June De La Paz | Gen. Maintenance       | B.A. Business      | 06/08/2022 |
| Bill Craig     | Gen. Maintenance       | Navy CB – 22 Years | 11/29/2022 |

## 7.2 Employment Practices

The Office of Human Resources maintains copies of job descriptions and resumes for all employees. The Director of Facilities maintains copies of all job descriptions as well. One area for improvement is that we do not maintain current resumes for all employees. A plan will be developed to incorporate this into our standard practices.

We advertise for positions on public sites as well as paid higher education sites. This method has afforded us a diverse workforce over the years. While we celebrate diversity and the strength it brings, our top priority is to hire the talent that best aligns with the mission of the university and best helps us to fulfill that mission.

## 7.3 Paraprofessional Personnel

FGT utilizes student workers primarily for help desk positions. The Director of Facilities meets with the students weekly to determine what schedule works best in consideration of his/her academic requirements. FGT also works closely with Student Success to ensure student workers maintain a good academic standing and are not impacted negatively by their work schedule.

## 7.4 Opportunities for Improvement

None at this time.

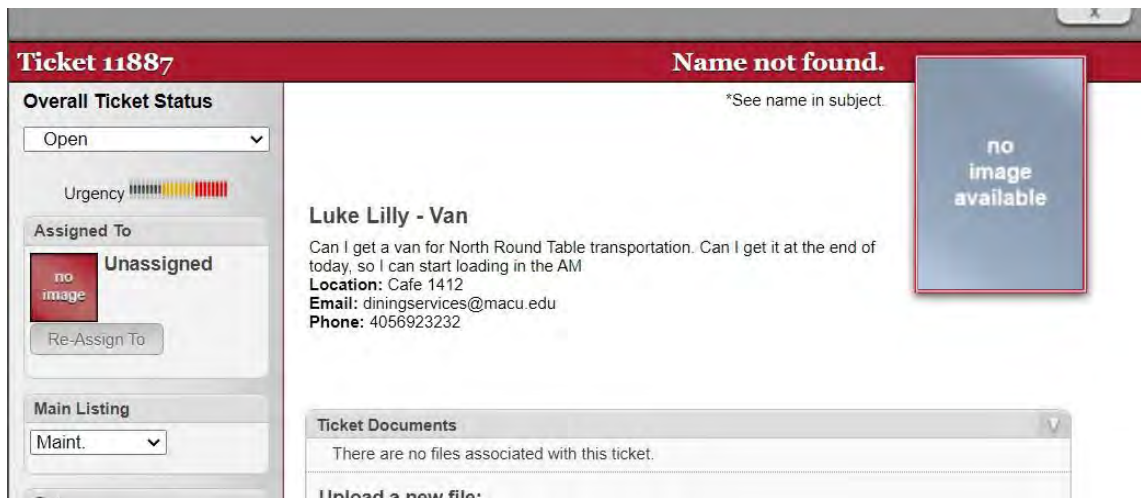


# COLLABORATION AND COMMUNICATION

## Overview

The physical plant, transportation and the campus grounds are vital components of the operations of MACU. It is vital that the Facilities, Grounds, and Transportation maintain effective relationships with all departments on campus as well as with our student body. These relationships ensure we are providing the services and facilities needed while understanding future needs these groups may have.

There are several mediums through which the program maintains the collaborative relationship and communicates with our customers (students, faculty, staff, alumni). The primary method is through our [helpdesk ticketing system](#) which allows users to communicate needs to us and notifies us immediately of their request. This system is available to all students and employees. From within the system, we are able to provide updates via email to the submitter.



We also communicate with our audiences in other mediums, such as email memos when there is a [planned system outage](#). We regularly use email to communicate with faculty and staff regarding updates. In cases of emergencies, we partner with Campus Police to push updates using the SafeZone app.



## 8.1 Collaboration

FGT collaborates daily with internal programs and students to identify needs and find solutions to enhance the student experience. One recent example of this is the Fozard Hall classroom remodel project, which was a collaborative effort with the Office of Information Technology and the Vice President for Academic Affairs who represented academics. The renovation improved the look and functionality of the classrooms, providing a better learning experience for students.

Another example of collaboration impacting the experience of prospective students is the collaboration with the Campus store to build a coffee shop. This allows current and prospective students to have an inviting place to study and grab a cup of coffee. All the projects we work on, whether capital projects, grant projects, or donor-related projects, require collaboration with others across campus to ensure their success and positive impact on the student experience.

## 8.2 Communication

FGT does not directly recruit students. However, we support the programs that do by maintaining and remodeling facilities to provide the infrastructure that allows other areas to recruit students. While we do not play a direct role in student recruitment, we feel that we contribute indirectly to the retention of students by providing the best possible resources.

For instance, we recently purchased a new bus for large group travel, which we believe will help attract athletes who appreciate riding in a comfortable and reliable bus to games. We aim to provide students with the best possible experience on campus, which in turn, may positively impact their decision to stay and continue their education at our university.

## 8.3 Opportunities for Improvement

We could improve on how we communicate with staff. Whether it be budgeted items or helpdesk updates, there is always room for improvement. The way we update students ticket requests could be improved with system updates in our helpdesk ticketing system. If we added texting it would help. There is always room to communicate and collaborate better.



# ETHICS, LAW, AND POLICY

## Overview

Facilities, Grounds, and Transportation takes student and personnel confidentiality and privacy seriously and recognizes our support role in maintaining the privacy of individuals. We do not handle sensitive information relating to students or employees, and we do not document confidential student issues.

Ethics and professionalism are core values in FGT's operations, particularly regarding our access to all buildings. We constantly review and discuss expectations, ensuring that we follow established procedures for entering spaces of the opposite gender.

In addition, FGT is committed to following building and city codes and regulations. We take these very seriously and ensure that our personnel are instructed to follow code in all situations unless instructed differently by the COO or President.

### 9.1 Ethical Statements and Practice

Standards and ethics are foundational for FGT. To ensure compliance with ethical principles on a daily basis, we have implemented a system where an employee cannot enter a living space of a member of the opposite sex without being accompanied by another coworker. This allows for accountability and ensures that no one person has sole control over a system. Our area requires trust between employees, as each employee has master key access and access to tools and expensive machinery. We have also deployed security cameras in spaces with high-value items as a measure of accountability.

We instruct all FGT staff to adhere to all laws, especially those related to building codes and safety regulations. The biggest challenge we face is the potential risk of equipment loss due to theft. We maintain systems, such as our security cameras, to guard against this. There is also the risk of misuse of access control

by third-party vendors such as our cleaning crew, but we require background checks for all cleaning employees to maintain integrity.

When faced with ethical dilemmas, such as being notified of a person's termination before the announcement, we work closely with HR to ensure that we protect the confidentiality and privacy of the person being terminated.

## 9.2 Communication of Ethical and Legal Obligations

We primarily use email to communicate with our constituents. However, in the event of a safety concern, we immediately notify the COO. If we become aware of any legal issues, such as non-compliance with city code, we promptly inform the relevant department director to address the issue. For instance, if we receive an audit report from the Health Department highlighting areas of non-compliance, we promptly send the [report](#) to our Director of Dining Services outlining the necessary changes to become compliant.

We also inform the COO after every fire, elevator, and other required inspections. This helps to ensure that any necessary repairs or upgrades are promptly addressed, and that we remain in compliance with safety regulations.

## 9.3 Opportunities for Improvement

We need a document defining the ethical standard we expect of employees.



# FINANCIAL RESOURCES

## Overview

The funding strategy used in Facilities, Grounds, and Transportation (FGT) is collaborative. A budget is created by the Chief Operating Officer (COO) and the Director of Facilities following meetings with vice-presidents, program chairs and directors. This approach works best for MACU because it is not driven by one person or one agenda. It truly incorporates feedback from all constituents on campus. The budget is then presented to the leadership team to provide accountability for what the Director of Facilities is presenting.

We utilize several [buying groups](#) to ensure we are receiving the most cost effective and aggressive pricing possible. When a gap is seen in the budget, vice-presidents, program chairs and directors present their findings to the Director of Facilities. These gaps are then presented to the COO and/or the cabinet for discussion to see if special funding is required.

## 10.1 Funding

FGT provides an annual budget to university administration that includes funding requests as well as capital expenditures for the fiscal year. These funding requests represent campus needs representing a variety of areas from buildings to grounds to transportation. A meeting is held every fall to review the requests. The funding requests are represented through direct funding requests from the Director of Facilities to the COO to the President of the university. This happens in person during weekly meetings between the Director of Facilities and the CIO.

## 10.2 Financial Planning and Management

FGT places a great emphasis on understanding the needs of program and department leaders when creating our budget. We meet with them regularly to identify any unmet needs around campus. Additionally, we conduct an annual review of the students' satisfaction survey to gauge their sentiment regarding technology on campus. All of this information is factored into the budget worksheet provided by the Chief Financial Officer.

To ensure that our budget is accurate and reflects the needs of the university, we work closely with the CFO to adjust for inflation or changes in utility costs. The President also participates in monthly meetings with the Director of Facilities and the COO to provide vision and direction for FGT.

We take our responsibility to be good stewards of the university's funds seriously. To ensure that we are getting the best pricing possible, we solicit multiple bids and research various vendors. Additionally, we partner with buying groups such as [E&I Cooperative Services](#) to purchase items at a discounted academic rate. Many vendors, including [Ford](#), offer academic pricing, which represents significant savings for the university.

The last three years of strategic planning and budgeting are listed below.

[2022-2023 Budget](#)

[2021-2022 Budget](#)

[2020-2021 Budget](#)

### 10.3 Opportunities for Improvement

The university is very supportive of the work carried out by FGT and is committed to funding our budget requests. Thanks to recent investments in our physical plant and equipment, we are in an excellent position with our infrastructure. We are also in the process of developing a deferred maintenance program that will further improve our operations.

However, one area where we recognize that we could improve is in communicating our budget and spending decisions to the campus community. We acknowledge that we could do a better job of informing the campus about our planned spending and sharing information about any infrastructure items or vehicles that we have purchased. Moving forward, we will make a concerted effort to be more transparent in our communication and keep the campus community informed about our activities.





# TECHNOLOGY

## Overview

At Facilities, Grounds, and Transportation, we categorize technology differently from other areas on campus. For us, technology encompasses the mowers that allow us to maintain the grounds, our fleet of vehicles that improve travel, and our HVAC systems that keep our facilities temperature-controlled. Additionally, we collaborate with Campus Safety and the Office of Information Technology to ensure access control for our buildings, whether using a standard key system or a digital access control system.

Each of these technologies serves to enhance the student campus experience by providing safe, high-quality spaces for our students to learn and our employees to work. This technology is inventoried through Google cloud-based systems and maintained by staff and 3<sup>rd</sup> party vendors.

### 11.1 Systems Management

FGT takes pride in ensuring that all areas have the necessary systems or vehicles to support the mission of the university. To facilitate this, we maintain a comprehensive inventory of these capital items in a database that tracks their usage and maintenance records. This allows us to quickly identify areas that may require attention and take proactive steps to address any issues before they escalate. Our aim is to provide a seamless and efficient support system that enables the university to fulfill its objectives without interruption.

| Start date                               | Make     | Description         | Vans | Year | Mileage |
|--|----------|---------------------|------|------|---------|
| Total Mileage for all Macu Vehicles: 0.0 |          |                     |      |      |         |
| 3/30/2023                                | Chev     | 3500 12 pass van    | 7    | 2007 | 183,607 |
| 3/30/2023                                | Ford     | E350 12 pass van    | 14   | 2011 | 148,279 |
| 3/30/2023                                | Ford     | E350 12 pass van    | 15   | 2010 | 187,058 |
| 3/30/2023                                | Ford     | E350 12 pass van    | 16   | 2012 | 141,001 |
| 3/30/2023                                | Ford     | E350 12 pass van    | 18   | 2013 | 120,141 |
| 3/30/2023                                | Ford     | E350 12 pass van    | 22   | 2014 | 141,134 |
| 3/30/2023                                | Ford     | transit 12 pass van | 23   | 2016 | 119,410 |
| 3/30/2023                                | Ford     | transit 12 pass van | 24   | 2017 | 110,397 |
| 3/30/2023                                | Ford     | transit 12 pass van | 25   | 2017 | 119,410 |
| 3/30/2023                                | Ford     | transit 12 pass van | 26   | 2020 | 31,414  |
| 3/30/2023                                | Ford     | transit 12 pass van | 27   | 2020 | 32,176  |
| Cars                                     |          |                     |      |      |         |
| 3/30/2023                                | Ford     | Flex                | 8    | 2015 | 153,467 |
| 3/30/2023                                | Rogue    | Rogue               | 9    | 2015 | 153,845 |
| 3/30/2023                                | Infinity | Infinity            | 10   | 2009 | 133,538 |
| 3/30/2023                                | Ford     | Taurus              | 11   | 2013 | 148,196 |
| 3/30/2023                                | Ford     | Escape              | 12   | 2011 | 125,102 |
| 3/30/2023                                | Ford     | F150                | 13   | 1998 | 122,399 |
| Bus                                      |          |                     |      |      |         |
| 3/30/2023                                | Ford     | Econoline           | 18   | 2013 | 16,095  |

### 11.2 User Engagement



The FGT uses the [student satisfaction survey](#) to show that we are effective in using our technology to provide comfortable learning and living spaces.

### 11.3 Compliance and Information Security

This area does not apply to us.

### 11.4 Opportunities for Improvement

Although no direct opportunities were identified, we recognize that there is always room for improvement. This can be achieved through the implementation of new systems, improved security measures, or finding more efficient ways to deliver our services. As maintenance technology is a constantly evolving landscape, we are committed to staying abreast of new developments and continuously seeking out ways to enhance our operations.



# FACILITIES AND INFRASTRUCTURE

## Overview

Facilities, Grounds, and Transportation maintains 67 acres, nine buildings, four housing units, 17 vehicles, three athletic fields, and over 250,000 square footage of space. These facilities, grounds, and fleet are inventoried monthly using technology software packages as part of a maintenance program. Efforts are made to implement sustainable practices through the use of LED lights to lower our carbon footprint to plant new trees each of the past three years.

When designing new learning and office spaces, FGT is included to advise on needs as they relate to students with disabilities. In the case that an employee has a [special accommodation](#), we work with the Human Resources Department to ensure those needs are met and documented.

Every summer, all spaces and classrooms are reviewed to ensure we are intentional with learning and housing spaces. All equipment is analyzed and serviced to ensure it is operational and well maintained. In Summer 2022, updates were made in Fozard Hall in partnership with the Office of Information Technology to provide larger screens for learning and integrated classroom controls to allow for various types of remote learning. In Summer 2022, we also assisted to [upgrade all Kennedy Hall projectors](#) to include brighter, bulbless lamps which extend the life-cycle of the projectors and also provide a better learning environment. All perimeter Fozard Hall classrooms received new paint and sheetrock to create a modern look.

## 12.1 Design and Use of Facilities and Equipment

In Summer 2022, all classrooms in both Fozard Hall and Kennedy Hall received a refresh. This comes on the heels of a conversion in 2020 to make all classrooms Zoom Rooms which included new furniture. All classrooms were intentionally designed for both student and public use with classroom control systems that include Crestron and Extron systems. In early 2023 a 32-passenger bus was purchased to provide a safer travel environment for our students.

Inspection are a regular part of the FGT. Areas such as the Fire Suppression, Food Services, and Elevator inspected regularly to compliance with codes, laws, and established practices for accessibility, health, safety, and security.

## 12.2 Work Space

The members of FGT have access to several shared workspaces to ensure the security of their work. The old residence halls' Room 122 is equipped with technology that employees may use when necessary. Additionally, the outdoor maintenance shop is designated for equipment repairs and lawn mower maintenance. As the workspaces of each team member are usually mobile, they are each provided with their own set of tools.

## 12.3 Equipment Acquisition

When submitting the annual budget for FGT, a separate [capital expense budget](#) is created. This budget is generated from feedback by program directors and chairs, then finalized from feedback by the Executive Vice President. Typically, capital equipment in our areas come with ongoing support costs in the form of annual maintenance. These costs are budgeted as line items in our expense budget in future years. Over the past three years we have been able to purchase several new HVAC units, vehicles, add a new roof, and perform many of our listed deferred maintenance task.

## 12.4 Opportunities for Improvement

We could better communicate with each other if we were able to consolidate all functions of FGT under one roof and workspace.

