

# **Administrative Unit Assessment Plan Example 1**

## ***Campus Facilities and Operations***

*This fictional assessment plan illustrates a strong assessment plan rated **Good** overall using the SHSU Meta-Assessment Rubric. Some components meet the Exemplary standard, while others intentionally reflect the Good level. The example demonstrates that a Good plan is clear, complete, aligned, and useful for continuous improvement, while also showing the additional evidence, justification, and implementation detail needed to reach Exemplary.*

**NOTE:** A high-quality assessment plan for an academic program should be grounded in the program's Mission.

### **Unit Mission**

Campus Facilities and Operations supports the university's mission by providing safe, functional, reliable, and well-maintained campus facilities that support teaching, learning, research, and university operations. The unit maintains and improves the campus environment through responsive facility services, preventive maintenance, effective use of resources, and continuous improvement of operational practices.

**Goal 1 – Facility Reliability and Safety**

Provide a safe, reliable, and well-maintained physical environment that supports the university community and its activities.

**Performance Objective 1.1**

Increase the timely completion of routine facility maintenance requests during the assessment cycle.

**KPI 1.1 (Direct Measurement Method)**

At the end of each semester, the Facilities Operations Manager will review work-order records from the computerized maintenance management system to determine the percentage of routine maintenance requests completed within five business days of assignment. Results will be reviewed by Campus Facilities and Operations leadership at the end of the assessment cycle to identify opportunities to improve maintenance services.

**Target 1.1**

At least 85% of routine maintenance requests will be completed within five business days. During the previous assessment cycle, 81% were completed within this timeframe.

**Target Status**

Met

**Results 1.1**

The target was met. During the assessment cycle, 87% of routine facility maintenance requests were completed within five business days, exceeding the target of 85% and improving from 81% in the previous assessment cycle. Work-order records indicated that requests requiring specialized parts or coordination with external vendors generally took longer to complete. The results indicate an opportunity to reduce delays associated with these requests.

**Action 1.1**

Although the target was met, Campus Facilities and Operations will improve the timely completion of routine maintenance requests by reviewing requests that exceeded the five-business-day standard and identifying opportunities to reduce delays associated with specialized parts and external vendors. During the next assessment cycle, the Facilities Operations Manager will work with maintenance staff to identify frequently needed parts that can be kept in inventory and review vendor-related delays to determine where processes can be improved. Progress will be reviewed at the end of each semester.

**Performance Objective 1.2**

Increase the timely correction of identified facility safety issues during the assessment cycle.

**KPI 1.2 (Direct Measurement Method)**

Campus Facilities and Operations will use facility inspection and work-order records to determine the percentage of identified priority safety issues corrected within three business days of notification. The Facilities Operations Manager will compile the data each semester, and unit leadership will review the annual results.

**Target 1.2**

At least 90% of identified priority safety issues will be corrected within three business days. The unit established this target to support timely resolution of conditions that could affect campus safety.

**Target Status**

Not Met

**Results 1.2**

The target was not met. During the assessment cycle, 84% of identified priority safety issues were corrected within three business days, falling below the target of 90%. A review of facility inspection and work-order records indicated that many of the delayed repairs required specialized materials or coordination among multiple maintenance areas. The unit will use these results to review how priority safety repairs are coordinated.

**Action 1.2**

Campus Facilities and Operations will improve the timely correction of priority safety issues by establishing a more consistent process for prioritizing and coordinating safety-related repairs. During the next assessment cycle, the Facilities Operations Manager will work with maintenance supervisors to review delayed safety work orders and identify opportunities to improve coordination when specialized materials or multiple maintenance areas are required. The unit will review progress at the end of each semester to determine whether the changes are reducing delays.

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**Goal 2 – Responsive and Effective Facility Services**

Deliver responsive, effective, and dependable facility services that meet the operational needs of the university community.

**Performance Objective 2.1**

Reduce the average response time for priority facility service requests by the end of the academic year.

**KPI 2.1 (Direct Measurement Method)**

The Facilities Service Coordinator will use service-request records to calculate the average elapsed time from receipt of a priority facility service request to the initial response from facilities personnel. Data will be compiled each semester and reviewed by Campus Facilities and Operations leadership at the end of the academic year.

**Target 2.1**

The average initial response time for priority facility service requests will be reduced from 3.2 hours in the previous assessment cycle to 3.0 hours or less.

**Target Status**

Met

**Results 2.1**

The target was met. The average initial response time for priority facility service requests decreased from 3.2 hours in the previous cycle to 2.8 hours, meeting the target of 3.0 hours or less. Requests submitted during regular business hours generally received faster responses than those submitted during evenings and weekends. The unit identified after-hours response as an area for continued improvement.

**Action 2.1**

Although the target was met, Campus Facilities and Operations will focus on improving response times for priority facility service requests submitted during evenings and weekends. During the next assessment cycle, the Facilities Operations Manager will review after-hours staffing and response procedures and work with maintenance supervisors to identify opportunities to reduce delays. The unit will compare after-hours response times at the end of each semester to determine whether the changes have improved responsiveness.

**Performance Objective 2.2**

Increase campus-unit satisfaction with facility services by the end of the academic year.

**KPI 2.2 (Indirect Measurement Method)**

At the end of the assessment cycle, Campus Facilities and Operations will administer a brief survey to university employees who submitted facility service requests. Respondents will rate their overall satisfaction with the service received using a five-point scale from 1 (Very Dissatisfied) to 5 (Very Satisfied). The unit's leadership team will review the survey results to identify areas for service improvement.

**Target 2.2**

At least 80% of respondents will rate their overall satisfaction with facility services as either 4 (Satisfied) or 5 (Very Satisfied). In the previous assessment cycle, 76% of respondents reported being satisfied or very satisfied with facility services.

**Target Status**

Not Met

**Results 2.2**

The target was not met. During the assessment cycle, 77% of respondents rated their overall satisfaction with facility services as either 4 (Satisfied) or 5 (Very Satisfied), falling below the target of 80%. This represented a slight increase from 76% in the previous assessment cycle. Survey responses indicated that delays in receiving status updates and uncertainty about anticipated completion times contributed to some lower satisfaction ratings.

## **Action 2.2**

Campus Facilities and Operations will improve communication with campus units throughout the facility service-request process. During the next assessment cycle, the Facilities Service Coordinator will implement more consistent status updates for requests that remain open beyond the expected completion timeframe, including information about delays and anticipated completion. The unit will review satisfaction survey results at the end of the academic year to determine whether satisfaction with facility services has improved.

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## **Goal 3 – Operational Stewardship and Continuous Improvement**

Promote responsible stewardship of university facilities and resources through efficient operations, preventive practices, and continuous improvement.

### **Performance Objective 3.1**

Increase the completion of scheduled preventive maintenance activities by the end of the academic year.

#### **KPI 3.1 (Direct Measurement Method)**

The Preventive Maintenance Supervisor will review maintenance-system records each quarter to determine the percentage of scheduled preventive maintenance activities completed by their assigned due dates. Annual results will be reviewed by unit leadership to identify areas requiring operational improvement.

#### **Target 3.1**

At least 92% of scheduled preventive maintenance activities will be completed by their assigned due dates. The previous year's completion rate was 89%.

#### **Target Status**

Not Met

#### **Results 3.1**

The target was not met. During the academic year, 90% of scheduled preventive maintenance activities were completed by their assigned due dates, compared with the target of 92% and the previous year's completion rate of 89%. Some scheduled activities were delayed during periods of increased corrective maintenance activity. The results indicate a need to continue improving preventive maintenance scheduling and resource coordination.

#### **Action 3.1**

Campus Facilities and Operations will improve the timely completion of scheduled preventive maintenance activities by reviewing maintenance schedules and identifying opportunities to reduce delays during periods of increased corrective maintenance activity. During the next assessment cycle, the Preventive Maintenance Supervisor will work with maintenance staff to adjust scheduling priorities and improve coordination for activities requiring specialized equipment or outside vendors. Progress will be reviewed at the end of each semester to determine whether preventive maintenance completion rates have improved.

### **Performance Objective 3.2**

Reduce recurring facility service issues by the end of the academic year..

#### **KPI 3.2 (Direct Measurement Method)**

At the end of each semester, the Facilities Operations Manager will review work-order records to identify service requests for the same facility issue and location occurring within 60 days of the original completed request. The percentage of completed facility service requests involving recurring issues will be calculated and compared with the previous assessment cycle, and annual results will be reviewed by unit leadership.

#### **Target 3.2**

During the previous assessment cycle, 12% of completed facility service requests involved a recurring issue. During the current assessment cycle, the unit will reduce the percentage of completed service requests involving recurring issues to 10% or less.

#### **Target Status**

Met

#### **Results 3.2**

The target was met. During the assessment cycle, recurring facility service issues represented 9% of completed facility service requests, meeting the target of 10% or less and improving from 12% in the previous assessment cycle. Work-order records showed that some recurring issues continued to occur in facilities with aging equipment or systems requiring more extensive repairs.

#### **Action 3.2**

Although the target was met, Campus Facilities and Operations will continue to reduce recurring facility service issues by focusing on locations where aging equipment or systems contributed to repeated service requests. During the next assessment cycle, the Facilities Operations Manager will work with maintenance supervisors to identify frequently recurring issues and determine whether equipment replacement, more extensive repairs, or additional preventive maintenance is appropriate. The unit will review recurring service-request data at the end of each semester to evaluate progress.

#### **Previous Cycle's Plan for Continuous Improvement (Do Not Modify)**

During the next assessment cycle, Campus Facilities and Operations will implement several improvements to strengthen facility reliability, service responsiveness, and operational efficiency. The unit will:

1. Improve routine maintenance completion by reviewing work-order assignments and scheduling practices to reduce delays and increase the percentage of routine maintenance requests completed within established service timelines.
2. Strengthen the response to facility safety issues by reviewing procedures for prioritizing safety-related work orders and improving coordination among maintenance areas when repairs require multiple trades or specialized resources.

3. Improve response times for priority service requests by reviewing service-request routing procedures and identifying opportunities to assign priority requests to appropriate personnel more quickly.
4. Strengthen communication with campus customers by reviewing how facility service-request updates are communicated and identifying opportunities to provide clearer information about request status and anticipated completion.
5. Improve preventive maintenance completion by reviewing preventive maintenance schedules and workload distribution to reduce the number of scheduled activities that are not completed by their assigned due dates.
6. Reduce recurring facility issues by reviewing repeat work orders to identify common facility problems and determine whether additional preventive maintenance or more extensive corrective repairs are needed.

Campus Facilities and Operations leadership will review progress on these initiatives throughout the next assessment cycle and use the results to guide additional operational improvements.

### **Update to the Previous Cycle's Plan for Continuous Improvement**

During the previous assessment cycle, Campus Facilities and Operations made progress on each of the initiatives identified in its Plan for Continuous Improvement.

1. Improve Routine Maintenance Completion — Completed. The unit reviewed work-order assignments and scheduling practices and adjusted how routine maintenance requests were distributed among maintenance staff. These changes helped reduce delays and contributed to improved completion of routine maintenance requests within established service timelines.
2. Strengthen the Response to Facility Safety Issues — Partially Completed. Procedures for prioritizing safety-related work orders were reviewed, and maintenance areas improved coordination for several types of priority repairs. However, delays continued when repairs required specialized materials or coordination among multiple maintenance areas. Additional improvements to the process were identified as necessary.
3. Improve Response Times for Priority Service Requests — Completed. The unit reviewed service-request routing procedures and modified the process for assigning priority requests to appropriate personnel. The revised process improved the initial response to priority facility requests and reduced unnecessary delays in assignment.
4. Strengthen Communication with Campus Customers — Partially Completed. The unit reviewed its communication practices and began providing more consistent updates for selected facility service requests. However, the approach was not implemented consistently across all requests, and some customers continued to experience limited communication regarding delays and anticipated completion times.
5. Improve Preventive Maintenance Completion — Partially Completed. Preventive maintenance schedules and workload distribution were reviewed, and adjustments were made to improve completion of scheduled activities. Although progress was made, periods of increased corrective maintenance continued to affect the unit's ability to complete all preventive maintenance activities by their assigned due dates.
6. Reduce Recurring Facility Issues — Completed. The unit reviewed repeat work orders to identify frequently recurring facility problems and used the information to guide preventive

maintenance and corrective repairs. These efforts contributed to a reduction in recurring facility service issues during the assessment cycle.

Overall, Campus Facilities and Operations completed three of the six initiatives and made progress on the remaining three. Items that were only partially completed will continue to inform operational improvements during the next assessment cycle.

### **New Plan for Continuous Improvement**

During the next assessment cycle, Campus Facilities and Operations will implement the following initiatives to improve facility reliability, service responsiveness, and operational effectiveness:

1. **Improve Routine Maintenance Completion.** The unit will review routine maintenance requests that exceed the five-business-day completion standard and identify opportunities to reduce delays associated with specialized parts and external vendors. The Facilities Operations Manager will work with maintenance staff to identify frequently needed parts that can be kept in inventory and review vendor-related delays. Progress will be reviewed each semester.
2. **Improve the Timely Correction of Priority Safety Issues.** The unit will establish a more consistent process for prioritizing and coordinating safety-related repairs. The Facilities Operations Manager will work with maintenance supervisors to review delayed safety work orders and improve coordination when specialized materials or multiple maintenance areas are required.
3. **Improve After-Hours Response Times.** The unit will focus on reducing response times for priority facility service requests submitted during evenings and weekends. The Facilities Operations Manager will review after-hours staffing and response procedures with maintenance supervisors and identify opportunities to reduce delays. After-hours response times will be reviewed each semester.
4. **Strengthen Communication with Campus Units.** The unit will provide more consistent status updates for facility service requests that remain open beyond the expected completion timeframe. The Facilities Service Coordinator will implement updates that provide information about delays and anticipated completion, and satisfaction results will be reviewed at the end of the academic year.
5. **Improve Preventive Maintenance Completion.** The unit will review preventive maintenance schedules and identify opportunities to reduce delays during periods of increased corrective maintenance activity. The Preventive Maintenance Supervisor will work with maintenance staff to adjust scheduling priorities and improve coordination for activities requiring specialized equipment or outside vendors.
6. **Further Reduce Recurring Facility Service Issues.** The unit will focus on locations where aging equipment or systems contribute to repeated service requests. The Facilities Operations Manager and maintenance supervisors will identify frequently recurring issues and determine whether equipment replacement, more extensive repairs, or additional preventive maintenance is appropriate. Recurring service-request data will be reviewed each semester.
7. **New Initiative — Improve Facility Service Request Information.** Campus Facilities and Operations will review the information provided to faculty and staff about submitting facility service requests. The unit will develop clearer guidance regarding request categories, priority

levels, and the information needed when submitting a request. The updated guidance will be implemented during the next assessment cycle, and the unit will review its effectiveness as part of its ongoing service-improvement efforts.

Together, these initiatives will guide Campus Facilities and Operations' continuous improvement efforts during the next assessment cycle and provide a basis for evaluating progress in facility reliability, responsiveness, preventive maintenance, and service delivery.