



**Middle Georgia
State University**

Title.

Middle Georgia State University Administrative Assessment

Instructions. This form is used to collect administrative assessments for each budgeted unit at Middle Georgia State University (academic and nonacademic units). Departments should include a brief mission statement (describing what they do and who they serve), goals the department or unit is working to accomplish (in a 5 year time frame. Your goals and objectives should be reported out individuals, linked to the plan imperatives and strategies, align with the measurable objectives from the previous year , and defined and measurable objectives for the upcoming year. This form should be completed by each budgeted unit no later than the end of July. NOTE: All fields are required, please place NA or O in response field ONLY if the numbered objective is not being utilized, otherwise full responses are required. Provide ALL necessary information requested to the fullest extent possible, such that a peer reviewer is not required to assume any information not provided. Utilize the provided assessment scoring rubric drafting guideline to evaluate your report prior to submission. https://www.mga.edu/institutional-research/docs/IEB_Administrative_Score_Card.pdf

****Please SUBMIT the form within 30 minutes of opening this page. If you wait too long to submit you may lose your work**** In the event that you need to edit your submission, you may contact the Faculty Affairs Manager to secure a custom link to edit and resubmit.

Q1. Submitters Email

gerald.sullivan@mga.edu

Q2. Who is the person responsible for this report?

Gerald Sullivan

Q3. For which year are you completing this report?

- FY 23 (July 2022-June 2023)
- FY 24 (July 2023-June 2024)
- FY 25 (July 2024-June 2025)

Q4. To which division of the University is your unit assigned?

- Office of the President
- Advancement
- Academic Affairs
- Fiscal Affairs
- Enrollment Management
- Student Affairs

Q5. For which department or area are you reporting? (Ex. Financial Aid, Library, OTR, Athletics, etc)

Auxiliary Services

Q6. The mission and goals of the department should be consistent over a 5 year period, although some institutional changes may necessitate and prompt a change in mission or goals for specific departments. In this section, report the mission statement for your department.

Auxiliary Services' mission includes the provision of optimal service through all enterprises in unity with supporting the academic mission of the institution. Middle Georgia State University's Auxiliary Services is a financially self-supporting integral department of the institution. Auxiliary Services seeks to enhance the learning environment, focusing on providing excellent products and experiences enriching and differentiating MGA campus life.

Q7. What are the goals for this department? These should be the "big things" the department/area intends to accomplish within 5 years.

1. To financially strengthen the Campus Store. 2. To increase utilization and overall satisfaction of the dining program. 3. Target net profit and reserve numbers for each auxiliary function, focusing on holistic profitability.

0. Each year, every department should identify objectives the department hopes to accomplish in the next year. These should align with departmental goals and the MGA strategic plan. In the next section you will be reporting on the objectives you set and whether or not you achieved them in FY24. Later in the document you will report on objectives you hope to accomplish in the coming fiscal year, FY25.

8. Objective 1: What was this department's first objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

To financially strengthen the Campus Stores. For Objective 1: 1) Store sales will increase YOY 2) Average Inventory YOY will decrease 3) Gross Margin will increase YOY

9. Objective 1: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

For metrics 1 through 3 MGA financial statements and annual business plan were used, and B&N April 30 sales statement.

10. Objective 1: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

The metrics associated with the Campus Store require revision to reflect the change in operational method from self-operated store to contract managed store with Barnes & Noble College. Annual sales should be monitored and reported to measure consumer satisfaction, but in this fiscal year, B&N only had a partial transition year.

11. Objective 1: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

1.) FY23: \$2.3 million, vs FY24: \$ 2.2 million (incl MGA ATI purchase). Decreased • Goal Neutral – modest sales decline does not consider increase in lower cost course materials (First Day) as a part of the consumer satisfaction and patronage 2) FY23: \$708K vs FY24 \$-0- . Decreased • Goal Achieved – there is not inventory investment associated with contract managed store and this goal should be reconsidered as a metric in future assessments 3) FY23: \$(229,165) vs FY24: \$127,238). Increased • Goal Achieved 4) Participation rate for FY23 was reported at 96.5%, Review this metric. • Goal Neutral

12. Objective 1: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

The department met two of the four objective goals.

13. Objective 1: Did your department meet this objective?

- The department did not meet this objective.
- The department met this objective.
- The department exceeded this objective.

14. Objective 1: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

LEARNED This past year was the first partial year of operation of MGA campus store by Barnes & Noble College, and there are many encouraging elements of this previous and thoughtful decision to contract the store to a specialized firm. MGA benefited from expert management, being free of inventory, personnel, and other financial obligations; but lost some control of the academic affairs/faculty relationships, merchandising, and invoice process. Future assessment should focus on the student and faculty experience and total revenue metrics. MGA should experience satisfactory financial results due to the greatly reduced inventory and forecast commission levels. NEXT YEAR 1. The MGA Auxiliary Director will review monthly sales (in-store and online) with the MGA Bookstore Manager to look at areas of growth and how MGA Auxiliaries can support strategies to increase sales. The financial stability is important, and a focus over this next year. 2. The MGA Bookstore/Auxiliary Team will work with Academic Affairs on a committee (led by Chris Tsavatewa) geared towards improving the course material adoption rates, which impacts overall student success. 3. We will continue to work towards providing our students with affordable course materials. (See Affordable Learning Georgia) This will mostly be done by providing more digital materials, and having more faculty sign up for the First Day Complete program.

15. Objective 2: What was this department's second objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

1) Customer satisfaction of dining program will increase 2) Overall catering sales will increase

16. Objective 2: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Metric for student satisfaction is based on annual Aladdin survey results and. Metric three is based on Aladdin reporting.

17. Objective 2: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

1) Student satisfaction increased across most areas from FY 23 to FY 24. Overall satisfaction increased from 65.19% in FY 23 to 68.52% in FY 24. These improvements were let by significant increases in satisfaction with comfort foods line quality and variety, pizza variety and quality, and dessert variety and quality. The drag on the satisfaction was on the breakfast quality which saw a significant decrease in satisfaction from 75% satisfied to only 63% satisfied in FY 24. Goal Achieved

18. Objective 2: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

2) FY23 Sales \$439,339 vs. FY24 Sales \$620,774 Goal Achieved

19. Objective 2: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

Satisfaction and sales increased, with no quantifiable goal identified for FY 24. This has been added for the FY 25 assessment.

20. Objective 2: Did your department meet this objective?

- The department did not meet this objective.
- The department met this objective.
- The department exceeded this objective.

21. Objective 2: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

1) The overall dining program satisfaction percentage was significantly improved over FY 23, with the comparatively good value also being a driver in the satisfaction of the program. While there was improvement, the overall satisfaction rate is below the goal for FY 25 at 82%. Food quality measures trail customer service and menu measures, and this will be emphasized in the coming year with multiple food promotions and more student engagement with the food services team. 2) FY24 catering experienced a significant increase in revenue, up 41% from FY 23. This is attributed to the increase in events in the Hatcher Conference Center and other special events hosted by MGA this year. It is a goal for FY 25 that there will be a 10% increase in catering revenue.

22. Objective 3: What was this department's third objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

Increase actual net profit, YOY, for each auxiliary unit, as well as holistically as a department. This objective ties to the MGA Strategic Plan, Elevating Middle Georgia, Strategy 6, Sustain Financial Health, and specifically measures the annual improvement in auxiliary financial health, comparing YOY income statements.

23. Objective 3: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Increase net profit for each unit YOY, as well as increase net profit YOY as a department

24. Objective 3: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

Increase for FY 24 is the target

25. Objective 3: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

• Housing FY23: (\$2,599,018) vs. FY24: (\$633,744) = \$1,965,274 + YOY narrowing a steep loss • Food Services FY23: 645,975 vs. FY24: \$174,543 = \$471,432 - YOY less profit (\$350K FFE budget) • Health Services FY23: (\$60,431) vs. FY24: (\$6,525) = \$53,906 + YOY narrowing loss (redc pay) • Campus Store FY23: (\$229,165) vs FY24: \$88,899 = \$318,064 + YOY (outsourced) • Athletics – separate assessment, little Auxiliary influence • FBO – separate assessment, little Auxiliary influence • Conference Center - separate assessment • Parking FY23: \$27,584 vs. FY24: \$25,969 = \$1,615 - YOY • Transportation FY23: \$70,196 vs. FY24: \$1,060 = \$69,736 – YOY (vehicle purch budg) • Vending FY23: \$49,405 vs. FY24: \$38,255 = \$11,150- YOY (higher allocation budget)

26. Objective 3: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

Overall, the department did meet the objective with five of the seven measured Auxiliaries achieving profit, including the Campus Store which turned from negative profit to positive profit in FY 24. The Housing fund which has experienced numerous consecutive severely negative years improved by nearly \$2M to move within a year of profitability. A 2024 bond issue should flatten some of the debt expense and will allow MGA to open up 126 beds that have been off-line through renovation in University Pointe, a community in demand.

27. Objective 3: Did your department meet this objective?

- The department did not meet this objective.
- The department met this objective.
- The department exceeded this objective.

28. Objective 3: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

With significant support from Facilities & Operations leadership, multiple Auxiliary units were able to improve financial and service results and met or exceeded objectives. FY 2025 will continue to be a transitional year for the Campus Store, Housing, and Dining Services. The Campus Store operator should have benefitted from the first year experience at MGA and should provide more targeted merchandising and promotions associated with general merchandise and MGA branded product; and the operator should benefit from improved academic affairs/faculty relations – all of which should improve revenues. The Housing fund is trending much better but not meeting objectives, but will benefit from new leadership (RL Director hired May 2024) and financial restructuring that took place this year. MGA does project a significant increase in housing occupancy, which is still below 85% in total for all campuses. The Dining Services are entering their final year of this contract, and there will be a RFP process that will also measure KPI.

29. Objective 4: What was this department's fourth objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

N/A

30. Objective 4: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

N/A

31. Objective 4: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

N/A

32. Objective 4: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

N/A

33. Objective 4: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

N/A

34. Objective 4: Did your department meet this objective?

- The department did not meet this objective.
- The department met this objective.

- The department exceeded this objective.

35. Objective 4: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

N/A

36. Based on your goals and objectives listed above please indicate their connection with MGA's Strategic Plan (https://www.mga.edu/about/strategic-plan/docs/Strategic_Plan_2023-2028.pdf) by checking all associated and relevant Strategies from the list below. (Check all the apply)

- Champion Student Success 1. Demonstrate standards of excellence in all academic programs
- Champion Student Success 2. Grow student engagement at all degree levels
- Champion Student Success 3. Expand enrollment and graduation
- Lead Innovation and Economic Opportunity 4. Ensure high-demand programs for workforce and career alignment
- Lead Innovation and Economic Opportunity 5. Use Center for Middle Georgia Studies to drive University outreach
- Lead Innovation and Economic Opportunity 6. Coordinate faculty scholarship and grant awards to build University reputation
- Build Culture and Identity 7. Plan, resource, and promote campus roles and identities
- Build Culture and Identity 8. Pursue great-place/college -to-work designation
- Build Culture and Identity 9. Promote culture of wellness throughout the MGA community
- Build Culture and Identity 10. Compete and win at the NCAA Division II level
- Sustain Fiscal Resilience and Brand Value 11. Apply data-driven accountability to all operations
- Sustain Fiscal Resilience and Brand Value 12. Maintain access, affordability and value for all students
- Sustain Fiscal Resilience and Brand Value 13. Grow and diversity streams of revenue

37. Please indicate which of the following actions you took as a result of the 2022/2023 Assessment Cycle (**prior cycle**) (Note: These actions are documented in reports, memos, emails, meeting minutes, or other directives within the reporting area)(Check all the apply)

- Disseminating/Discussing Assessment Results/Feedback to Appropriate Members of the Campus Community
- Disseminating/Discussing Assessment Results/Feedback to Appropriate External Stakeholders
- Faculty or Staff Support: Professional Development Activities, Trainings, Workshops, Technical Assistance
- Process Changes: Improve, Expand, Refine, Enhance, Discontinue, etc Operational Processes
- Request for Additional Financial or Human Resources
- Customer Service Changes: Communication, Services, etc
- Making Improvements to Teaching Approach, Course Design, Curriculum, Scheduling, other
- Evaluating and/or Revising the Reporting Lines Internal Assessment Processes

Other

38. Please indicate which of the following actions you will take as a result of the 2023/2024 Assessment Cycle (**current cycle**) (Note: These actions must be documented in reports, memos, emails, meeting minutes, or other directives within the reporting area)(Check all the apply)

- Disseminating/Discussing Assessment Results/Feedback to Appropriate Members of the Campus Community
- Disseminating/Discussing Assessment Results/Feedback to Appropriate External Stakeholders
- Faculty or Staff Support: Professional Development Activities, Trainings, Workshops, Technical Assistance
- Process Changes: Improve, Expand, Refine, Enhance, Discontinue, etc Operational Processes
- Request for Additional Financial or Human Resources
- Customer Service Changes: Communication, Services, etc
- Making Improvements to Teaching Approach, Course Design, Curriculum, Scheduling, other
- Evaluating and/or Revising the Reporting Lines Internal Assessment Processes
- Other

39. Please provide a **comprehensive narrative** outlining how assessment results are utilized for continuous improvement in this field. Your narrative **should be of sufficient length and detail** to address the past, present, and future aspects of assessment, with specific emphasis on how these results inform decision-making and drive improvement efforts.

1. The shift of the self-operated bookstore to the Barnes and Noble contract will financially strengthen the bookstore as well as increase satisfaction to students. (Measured by P&L; survey) 2. To increase utilization and overall satisfaction of the dining program. (Measured by meal plan numbers and survey) 3. Target net profit and reserve numbers for each auxiliary function, focusing on holistic profitability. (Measured by profit and reserve numbers) 4. Focus on improving auxiliary policies, procedures, and website and marketing initiatives.

40. Please indicate (if appropriate) any local, state, or national initiatives (academic or otherwise) that are influential in the operations, or goals, and objectives of your unit. (Complete College Georgia, USG High Impact Practice Initiative, LEAP, USG Momentum Year, Low-Cost No-Cost Books, etc)

N/A

41. Please identify and detail three to four measurable objectives for the next fiscal year. In listing the objectives, please use the format shown in these examples. 1) The Department of X will improve services levels by 5% as measured by our satisfaction survey. 2) The department of X will provide training in ABC for at least 73 MGA faculty and staff.

Dining Services - Overall Satisfaction on Customer Service Surveys must achieve at least 82% Dining Services - Catering revenues must achieve a 10% increase over FY 24 Campus Store - total revenues must achieve \$2.4M in FY 25 Campus Store - Overall Satisfaction on Auxiliary Surveys must achieve at least 75% Housing - should attain net profitability

42. Optional Mindset Update (Academic Deans ONLY) Please provide an update on the implementation of your school based mindset plan/strategy. Include any adjustments to metrics for the FY23 as well as outcomes associated with your appraisal of your schools activities.

N/A

43. Optional: The following upload portal is available to supplement your report with supportive documentation should you wish to provide any (instruments, data, etc).