Agenda

ORGANIZATIONAL OVERVIEW
- Strategy Map
- Org Chart
- Budget Summary
- BFA Divisional Focus

UNITS & CORE FUNCTIONS
- Organizational Effectiveness
- Administrative Services
- Special Projects
- Internal Audit
- Public Safety
- Title IX & Inclusion Office
- Budget & Planning
- Financial Services
- Human Resources
- Facilities Services

PROJECT HIGHLIGHT
- Return on Physical Assets (ROPA)
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Business & Financial Affairs Strategy Map 2015-20

**Mission**
We transform the delivery of services through continuous improvement

**Vision**
We are the recognized leader for the delivery of outstanding services

**Values:** Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration

---

**Value to Our Customers**

- Provide responsive service that reflects value
- Help to solve complex problems
- Ensure the safety of our community

---

**BPA Goals**

- Improve Operational Excellence
- Attract and retain a Diverse and Talented staff
- Enhance Resources
- Enrich Communication

---

- Improve customer service
- Prepare for growth
- Share expertise and services
- Succession planning
- Create operations manuals
- Foster entrepreneurship
- Offer robust development opportunities
- Community building
- Document processes
- Implement on-line, web-based, self-service solutions
- Streamline processes for timeliness and efficiency
- Improve reporting
- Improve websites
- Increase the variety of communication tools – FAQs, on-line newsletters, annual disclosures, collaboration tools
Divisional Budget Summary FY17

BUSINESS & FINANCIAL AFFAIRS DISTRIBUTION OF SALARY CATEGORIES FY17

- Non-Represented: 23%
- Represented Staff: 58%
- Management: 11%
- Salary Pool: 1%
- Overtime: 2%
- Stipends Bonuses Allowances: 2%
- Student Assistants: 2%
- Shift Differential: 1%
- Special Consultants: 0%

DISTRIBUTION BY EXPENSE CATEGORIES

- O&M: 13%
- Salaries & Wages: 57%
- Benefits: 30%

DISTRIBUTION BY UNIT

- Facilities Services: 47%
- Human Resources: 10%
- Financial Services: 8%
- Budget & Planning: 5%
- Police: 15%
- Vice President: 8%
- Admin Services: 7%
## BFA Divisional Budget Summary FY 17

### General Fund

<table>
<thead>
<tr>
<th>Year</th>
<th>Unit Requests - Total</th>
<th>Permanent Funding Unit Requests</th>
<th>Permanent Funding Requests to University</th>
<th>Permanent Funding Allocated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>$1.7 million</td>
<td>$570,000</td>
<td>$520,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>2015-16</td>
<td>$700,000</td>
<td>$172,000</td>
<td>$114,000</td>
<td>$114,000</td>
</tr>
<tr>
<td>2016-17</td>
<td>$1.7 million</td>
<td>$886,000</td>
<td>$623,341</td>
<td>$0</td>
</tr>
</tbody>
</table>

### Non-General Fund budgets

**Auxiliary Enterprise**
- Parking  
  - $2,490,727

**Auxiliary Organizations**
- University Auxiliary Services  
  - $8,860,522
- CSUCI Site Authority  
  - $27,575,366
BFA Divisional Focus

LEAN SIX SIGMA AND ORGANIZATIONAL EFFECTIVENESS (OE)

• 400 staff trained in lean six sigma
• Over $1M in efficiencies to date
  – Projects and training
• Close to 50 green belt staff
• Metrics established for units
ORGANIZATIONAL EFFECTIVENESS
CI 2015-20 Strategic Priorities
- Facilitate Student Success
- Provide high quality education
- Realize our future

Organizational Effectiveness Program Strategy Map 2015-20

<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>We provide staff development, employee engagement, change management, and Lean Six Sigma.</td>
<td>We are the recognized leader for the delivery of outstanding services</td>
</tr>
</tbody>
</table>

Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration

Value to Our Customers
- Provide responsive service that reflects value
- Help to solve complex problems
- Provide organizational and leadership consultative services

Organizational Development Program
- Improve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Improve customer service thru FISH! Philosophy
- Prepare for growth thru shared services implementation
- Share expertise and services
- Foster entrepreneurship
- Offer robust Professional Development opportunities
- Engage intern for VP office
- Community building
- Work w/ Conf/Events to ensure shared service model
- Drive Lean Six Sigma at CI:
  - Create 3 yr. plan
  - Improve processes and increase efficiencies
- Use CI’s top marketing tools to increase communication about OE activities
What OE Does

• University enrollment set to at least double by 2025
• State funding limited during growth
• OE office helps Division & University find and implement organizational efficiencies
• Key Services:
  – LEAN Six Sigma
    ▪ Project facilitation
    ▪ Training
    ▪ Change management
  – Consulting leadership teams on organizational development
    ▪ Strategic Planning
    ▪ Employee engagement
Signature Delegation Project

- Team streamlined process used to revise signature delegation templates

<table>
<thead>
<tr>
<th></th>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update frequency</td>
<td>Annually</td>
<td>As needed</td>
</tr>
<tr>
<td>Office responsible for maintaining signature delegations</td>
<td>President’s Office</td>
<td>VP’s Offices</td>
</tr>
<tr>
<td>Number of steps to update</td>
<td>24</td>
<td>13</td>
</tr>
<tr>
<td>Annual cost of updating</td>
<td>$27,456</td>
<td>$14,826</td>
</tr>
<tr>
<td>Hours spent on updating</td>
<td>960</td>
<td>518</td>
</tr>
</tbody>
</table>
ADMINISTRATIVE SERVICES
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Administrative Services Strategy Map 2015-20

**Mission**
Enhance the educational mission of CI by delivering a variety of high quality services that are knowledge driven, flexible in approach, financially responsible, and entrepreneurial in spirit.

**Vision**
We are the recognized leader for the delivery of outstanding services.

Values: People • Learning • Teamwork • Integrity • Respect • Excellence/Quality • Leadership • Accountability

**Value to Our Customers**
- Efficient and effective operations with continuous expansion of services and operational improvements
- Foster employee growth performance standards
- Technological solutions that support business services
- Adequate reserves to support existing services and facilities

**Administrative Services Goals**
- Improve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Outstanding Customer Service
- Create and maintain process guides
- Develop Shared Services Office
- Professional Development Opportunities
- Promotional opportunities for staff
- Cross training
- Implement electronic signatures where appropriate
- Islands Café expansion to support growth
- Increase workplace communication and development
- Homeowners Advisory Council
- Utilize CI Alert and nextdoor.com

Channel Islands
California State University
SPECIAL PROJECTS
Strategy Map

Special Projects

CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Special Projects & Risk Management Strategy Map 2015-20

<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>We transform the delivery of services through continuous improvement</td>
<td>We are the recognized leader for the delivery of outstanding services</td>
</tr>
</tbody>
</table>

Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration

Value to Our Customers
- Provide responsive service that reflects value
- Help to solve complex problems
- Ensure the safety of our community

Special Projects & Risk Management Goals

- Improve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Business Continuity Program
- Continue development of the MFD (copier program)
- Timely response to Public Records Requests
- Resource Management
- CI Park
- Create operations manuals
- Foster entrepreneurship
- Offer robust development opportunities
- Community building
- Document processes
- Implement online, web-based, self-service solutions
- Streamline processes for timeliness and efficiency
- Improve reporting
- Improve websites
- Share information
- Seek opportunities to gather info outside of the Division
- Further develop and maintain training workshop series
INTERNAL AUDIT
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Internal Audit Strategy Map 2015-20

Mission
To transform the delivery of the university’s internal audit services through the implementation of a continuously improving audit program.

Vision
We are the recognized leader for the delivery of outstanding services

Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration

Value to Our Customers
- Provide responsive service that reflects value
- Help to solve complex problems
- Mitigate risk to the community

Internal Audit Goals
- Improve Operational Excellence
  - Improve customer service
  - Prepare for growth
  - Share expertise and services
  - Succession planning
- Attract and Retain a Diverse and Talented Staff
  - Create operations manuals
  - Foster entrepreneurship
  - Offer robust development opportunities
  - Community building
- Enhance Resources
  - Document processes
  - Streamline processes for timeliness and efficiency
  - Improve reporting
- Enrich Communication
  - Improve websites
  - Increase the variety of communication tools
Internal Audit at CSU Channel Islands

Anticipated Internal Audit Activity

- Independent review re: new policies
- Streamlining existing processes
- Benchmarking
- External audit liaison
- Just ask!

- Annual campuswide risk assessment
- Compliance

60%
40%

Traditional Audit
Advisory Services
Need Advice?

• The Internal Audit office can be a valuable resource for assessing risk and ensuring proper controls are in place for your new or existing project here on campus.

Get out in front of the risk and contact Internal Audit for guidance on your next project.

http://www.csuci.edu/vpbfa/internal-audit/index.htm
PUBLIC SAFETY
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Public Safety Strategy Map 2015-20

<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>We transform the delivery of public safety through continuous improvement</td>
<td>We are the recognized leader for the delivery of outstanding public safety services</td>
</tr>
</tbody>
</table>

Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration

Value to Our Customers
Provide responsive service that reflects value
Help to solve complex problems
Ensure the safety of our community

Public Safety Goals
- Improve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Improve customer service
- Prepare for growth
- Share expertise and services
- Succession planning
- Create operations manuals
- Foster entrepreneurship
- Offer robust development opportunities
- Community building
- Document processes
- Implement online, web-based, self-service solutions
- Streamline processes for timeliness and efficiency
- Improve reporting
- Improve websites
- Increase the variety of communication tools

Strategy Map
Public Safety
Public Safety

- A consortium of four work groups, employing 32 full-time, 4 part-time, and 25 student employees.
  - Police Department
    - Responsible for the around-the-clock maintenance of public order and the prevention and detection of crimes on property owned or controlled by the university.
    - Police officers and 9-1-1 dispatchers are on-duty around the clock, 365 days a year.
    - CI PD is a best practice campus law enforcement agency that focuses its efforts on high risk drinking, illegal drug use and abuse, violence against women, criminal intrusions, and fire and life safety.
Public Safety

- Emergency Management
  - EM is responsible for creating the framework within which the university reduces vulnerability to hazards and responds to disasters.
  - EM is staffed by a full-time Emergency Manager, who reports to the Chief of Police.
  - The EM interacts and coordinates activities with all appropriate county, state, and federal government agencies.
  - The university’s partnership with the Ventura County Office of Emergency Services is valued at .50 FTE annually. Equipment and personnel resources from OES are shared across the operational area.
Public Safety

– Environmental Health & Safety (EH&S)
  ▪ EH&S is responsible for creating a systematic approach to complying with environmental regulations and organizing efforts and procedures for identifying hazards and reducing accidents and exposure to harmful situations and substances.
  ▪ EH&S is staffed with a Director – reporting to the Chief of Police - a Health and Safety Manager, and a Hazardous Materials Manager.
  ▪ The focus of the work group is to develop and administer the campus’ Injury and Illness Prevention Program, established in support of California Code of Regulations and Cal-OSHA requirements.
  ▪ Significant programs include:
    ▪ Hazardous Materials Procurement and Management;
    ▪ Chemical Hygiene Plan;
    ▪ Ergonomics.
Public Safety

- Transportation & Parking Services
  - Transportation & Parking Services is a self-support work group responsible for managing all policies, programs and regulations governing alternative transportation, parking, bicycles, and pedestrians on campus.
  - The work group is led by a Director who reports to the Chief of Police. The Director’s primary focus is to ensure adequate parking is maintained on campus.
  - This work groups programs are not supported through the campus general fund, but rather, through fees paid by users.
  - Transportation & Parking Services administers the contract with the Ventura County Transportation Commission for inter-city bus service to and from the campus.
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Title IX & Inclusion Strategy Map 2015-20

Mission
Title IX, Diversity and Inclusion promotes diversity in our community and strives to foster an open, inclusive campus environment.

Vision
The program is a recognized leader for the delivery of outstanding services and strategy.

Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration

Value to Our Customers
- Provide responsive service that reflects campus values
- Help to solve complex problems
- Ensure the safety and well-being of our community

BFA Goals
- Improve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Improve customer service
- Increase capacity for growing campus
- Share expertise and services
- Succession planning
- Create operations manuals
- Foster entrepreneurship
- Offer robust development opportunities
- Community building
- Document processes
- Implement online, web-based, self-service solutions
- Streamline processes for timeliness and efficiency
- Improve reporting
- Improve websites
- Increase the variety of communication tools
- Improve efficacy of campus education
BUDGET & PLANNING AND FINANCIAL SERVICES
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Financial Services Strategy Map 2015-20

Mission
Provide campus constituents innovative, technological business solutions focusing on integrity, quality service and professionalism while support the mission of the university

Vision
Employ competent business professionals who are innovative, resourceful, collaborative in facilitating the management of the University's resources.

Values: Accountability • Employee Focus • Teamwork • Integrity • Excellence/Quality • Leadership • Transparency

Value to Our Customers:
- Provide responsive service that reflects value
- Help to solve complex problems
- Ensure the safety of our community

Financial Services Goals
- Improve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Implement systems to enhance business process
- Provide regular training and record for on-demand
- Establish clear goals and objectives for employees
- Establish performance standards
- Solicit feedback on 5 year plans to prepare for growth of the campus
- Automate financial reporting
- Implement paperless workflow
- Update/develop process manuals to accommodate changes
- Improve websites
- Increase the variety of communication tools - FAQ’s, on-line news letters, annual disclosures, collaboration tools

Strategy Map
Financial Services
HUMAN RESOURCES
Human Resources Strategy Map 2015-20

Mission
Create a consistently professional and cooperative environment that supports the University’s mission of enhancing student success. We will accomplish this by providing quality guidance and support to our faculty and staff while delivering valuable employment services to our colleagues.

Vision
We are the recognized leader for the delivery of outstanding services.

Values: Effective Communication • Professionalism • Diligence • Objectivity • Fairness • Trust • Respect • Confidentiality

Value to Our Customers
- Provide responsive service that reflects value
- Help to solve complex problems
- Ensure the safety of our community

Human Resources Goals
- Achieve Operational Excellence
- Recruit and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Continue implementation of PeopleSoft modules
- Redesign key processes
- Create staffing succession strategy
- Provide campus-wide training
- Market Training Program
- Develop on-line “how-to’s”
- Improve units websites
- Document procedures for HR/Payroll
Professional Development

- Strategic asset to the institution that increases the capacity of staff and departments through increased learning.
- Focus on campus-wide program began July 1, 2015.
- Participation across campus increased by 90% in one year. 2016 YTD participation is already at 87% of last year.

<table>
<thead>
<tr>
<th>Division</th>
<th>Totals 2014-15</th>
<th>Totals 2015-16</th>
<th>2016 Fiscal YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>52</td>
<td>220</td>
<td></td>
</tr>
<tr>
<td>Bus/Financial Affairs</td>
<td>169</td>
<td>144</td>
<td></td>
</tr>
<tr>
<td>Office of the President</td>
<td>6</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Student Affairs</td>
<td>19</td>
<td>93</td>
<td></td>
</tr>
<tr>
<td>Tech &amp; Communication</td>
<td>12</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>University Advancement</td>
<td>10</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Totals:</td>
<td><strong>268</strong></td>
<td><strong>508</strong></td>
<td><strong>449</strong></td>
</tr>
</tbody>
</table>
Human Resources Assessment

• Current state profile created for all aspects of HR
• Identified both short-term and long-term improvements
  – Allowing HR to be more strategic
  – Improve efficiencies
• Created a draft Service Delivery Model
FACILITIES SERVICES
## CI 2015-20 Strategic Priorities

1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

### Facilities Services / Planning, Design & Construction Strategy Map 2015-20

#### Mission
Facilities Services and Planning, Design & Construction support CI by providing high quality service by practicing excellent leadership exhibiting forward vision, using resources effectively and efficiently, and continuously improving the quality of service.

#### Vision
To provide clean, safe, functioning, and aesthetically pleasing facilities that foster the campus, where the campus community can fulfill the University’s mission.

#### Values
- Excellence in Service
- Valuing Our Colleagues
- Continuous Improvement
- Sustainable Performance Customer Service

### Value to Our Customers

- Provide responsive service that reflects value
- Help to solve complex problems
- Ensure the safety of our community

### Public Safety Goals

- Achieve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Infrastructure improvement for system reliability
- Plan for growth over the next decade
- Exceeding expected life cycles of buildings and equipment for best value
- Timely work order completion
- Provide annual customer survey to receive feedback for improvement
- Offer skilled training and development opportunities
- Regular community team building exercises with staff
- Annual Employee Survey
- Enhance Standard Operating Procedures and Process Guidelines
- Develop sustainable strategies that improve our use of resources
- Encourage Process Mapping and Lean Strategies to streamline processes
- Schedule safety and professional trainings and provide via a seminar calendar
- Provide outreach to the campus community about how we support the University’s mission
- Increase the variety of communication through the use of green screens placed around campus, informational websites and interactive forms
- Continue to inform the campus of upcoming construction projects

---

**Channel Islands**
CALIFORNIA STATE UNIVERSITY
RETURN ON PHYSICAL ASSETS (ROPA)
Facilities Benchmarking & Analysis
Channel Islands ROPA+ Core Issues

**This Approach Develops Solutions that Optimize Resources, Increase Investments & Lower Costs**

**SPACE**
- Release the hidden value in balance sheets

**CAPITAL $**
- Multiyear plans that align to mission and risk
- Plan to add 1.4M GSF of new space by 2025

**OPERATIONS**
- Improve effectiveness and lower facilities overhead impact

**Space:**
- Highly concentrated space in opposing age categories
- Enrollment growth surpasses peers and is projected to continue to increase
- Plan to add 1.4M GSF of new space by 2025

**Capital:**
- Large proportion of capital dedicated to new space
- Annual investment fell below stewardship targets and peer average
- Latest report shows backlog at a manageable level

**Operations:**
- Energy consumption trends show conservation efforts
- Student growth primarily impacting staffing metrics
- Validation metrics show CSUCI above peers
Overview of CSUCI’s FY15 Analysis

What is being included in the analysis?

**State Supported:***
- GSF: 823,155
- # of Bldgs.: 33

**Auxiliary:***
- GSF: 318,446
- # of Bldgs.: 11
Young Campus, Increasing Enrollment

Enrollment outpacing space growth; less program space per student

CSUCI Student FTE and GSF Growth

FY11 FY12 FY13 FY14 FY15

% Growth Since 2011
0% 10% 20% 30% 40% 50% 60%

FTE % Increase Since 2011

State GSF % Increase Since 2011

26% decrease since 2011

CSUCI Program Space per Student

Fiscal Year

2011 2012 2013 2014 2015

GSF/FTE

0.00 46.00 92.00 138.00 184.00 230.00
FY15 Density Factor vs. Peers

CSUCI’s DF 28% higher than peer average

More Users

Density Factor measure the level of business on campus.

\[ DF = \frac{\text{Users (Student, Faculty, & Staff)}}{100K \text{ GSF}} \]

Impacts of high density:
- Daily wear and tear
- Custodial material spending
- Cleanliness scores
- Capital or operational expenditure on interior shell (furniture, carpet, painting)

Less Users
Defining an Annual Investment Target

Annual Funding Target: $5.8M

FY15 Annual Investment Target

3% Replacement Value: $12.3M
Life Cycle Need: $6.6M
Annual Investment Target: $2.3M

Replacement Value: $409M

Functional obsolescence drives investment prior to life cycles & discounts the annual investment target.
Facilities Operating Budget vs Actuals

Peers regionally adjusted to Channel Islands’ cost of living

Facilities Operating Budget vs. Actuals

Ordered by Tech Rating
Service Process – Life of the Work Order

Channel Islands using work order system more effectively than peers

Service Process Categories

Organizational Structure: 5.0
Centralization of Request: 5.0
Scheduling Process: 5.0
Work Request Capabilities: 5.0
Performance Measurement: 4.0

Service Process Index

Service Process Index is the Roll-Up score of the Service Process Categories

Ordered by Density Factor
Peer Comparison: Fossil Consumption & Costs

CSUCI decreased consumption at twice the rate of peers

Fossil Consumption

<table>
<thead>
<tr>
<th>Channel Islands</th>
<th>Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BTU/GSF</strong></td>
<td><strong>$/MMBTU</strong></td>
</tr>
<tr>
<td>140,000</td>
<td>$8.0</td>
</tr>
<tr>
<td>120,000</td>
<td>$7.0</td>
</tr>
<tr>
<td>100,000</td>
<td>$6.0</td>
</tr>
<tr>
<td>80,000</td>
<td>$5.0</td>
</tr>
<tr>
<td>60,000</td>
<td>$4.0</td>
</tr>
<tr>
<td>40,000</td>
<td>$3.0</td>
</tr>
<tr>
<td>20,000</td>
<td>$2.0</td>
</tr>
<tr>
<td>0</td>
<td>$1.0</td>
</tr>
</tbody>
</table>

30% decrease since 2011

16% decrease since 2011

Fossil Unit Cost
Peer Comparison: Electric Consumption & Costs

CSUCI consuming less, unit costs trending towards peer average

Electric Consumption

Channel Islands

$0.00
$0.02
$0.04
$0.06
$0.08
$0.10
$0.12
$0.14

kWh

kWh/GSF

$0.00
$0.02
$0.04
$0.06
$0.08
$0.10
$0.12
$0.14

Electric

Electric Unit Cost

2011 2012 2013 2014 2015

2011 2012 2013 2014 2015

Peer Comparison: Electric Consumption & Costs

CSUCI consuming less, unit costs trending towards peer average

Electric Consumption

Channel Islands

$0.00
$0.02
$0.04
$0.06
$0.08
$0.10
$0.12
$0.14

kWh

kWh/GSF

$0.00
$0.02
$0.04
$0.06
$0.08
$0.10
$0.12
$0.14

Electric

Electric Unit Cost

2011 2012 2013 2014 2015

2011 2012 2013 2014 2015
Composite Inspection Scores

Campus Inspection Index: 82% out of 100%

Campus Inspection Scores

- Grounds Condition: 4.0
- Mechanical Rooms: 4.6
- General Repair/Impression: 3.8
- Cleanliness of Interiors: 4.0
- Exterior: 4.1

Campus Inspection Index is the Roll-Up score of all of the Inspection Scores

Ordered by Density Factor