



2015 – 2016 EBI ASSESSMENT

EXECUTIVE SUMMARY



INTRODUCTION

IN APRIL 2016, the University Union at the University of North Texas participated in the ACUI/Benchworks College Union/Student Center Assessment conducted by Skyfactor. More than 250,000 students participated in this study at about 90 higher education institutions around the country. Our participation in this study provides us the opportunity to collect information to better understand the perceptions of our institution's effectiveness from the viewpoint of our students. We are then able to benchmark our results with that of our peers and evaluate our performance across the nation.

THE UNIVERSITY UNION PERFORMED IN THE TOP 9% of the 90 institutions that participated in this study. This success is reflective of the hard work of our full time staff and our student employee staff, as well as support from the Division of Student Affairs and University of North Texas at large.

This is the first year we have been able to conduct this study in our newly renovated facility, and while we are proud of this performance, Skyfactor has identified areas that we need to evaluate and examine to determine ways of improving our efforts that are outlined in this report.

We look forward to conducting this study again in 2017 and comparing it to these results.

CONFIDENTIALITY POLICY

- ① Skyfactor may share Participant’s results with other institutions as part of its benchmarking services provided that Skyfactor shall disguise the identity of Participant when using Participant’s results for benchmarking by various methods which may include:
 1. scrambling the order of institutions
 2. refraining from labeling institutions
 3. providing comparisons only within groups of institutions
 4. refraining from the release of raw data for individual institutions.

- ② Participant may share and utilize Participant’s results in any respect subject to the following restrictions: Names of comparison institutions, question and factor ranking, question and factor means, comparison with “Select 6” comparison institutions, Carnegie classification, “All Institutions” or any other grouping in the study is considered “Restricted Information”. Restricted Information may only be disclosed to:
 - i. Offices or staff internal to Participant (including its advisory boards/committees)
 - ii. External consultants of Participant, to the extent necessary for the performance of the consultant’s services
 - iii. Regional/national/discipline specific accrediting organizations or legislative review processes, if applicable

Participant shall inform all such parties of the confidentiality requirements.

NOTES ON SURVEY ADMINISTRATION

2016 marked a return to this study for us after a brief hiatus from 2014-2015 during the time in which the UNT University Union was under construction. This year’s results will also serve as a new benchmark for us going forward, as well as a reflection of the impact the new facility has on our student body when compared to the results from before 2014.

This survey was administered by volunteers at the University Union over the course of two days in our facility. **500 surveys** were collected and we had **498 (99.6%) results**

completed for analysis in this study. When compared to the 21.5% national response rate of all 90 institutions, it’s clear to see our student engagement is exceptional.

The survey consisted of 84 questions (10 are institution specific) divided into 12 categories, or Factor Areas, used to help predict our Overall Program Effectiveness. Please refer to the scale below when evaluating the mean scores throughout this report to understand their ratings:



COMPARISON GROUPS

SELECT 6

The University of Texas at Arlington 2015
University of Houston
The University of Oklahoma 2014

University of Arkansas
The University of Texas at San Antonio
Colorado State University

CARNEGIE CLASS TOTAL 24 INSTITUTIONS *Doctoral Universities: Highest Research Activity*

Colorado State University
Florida State University
Georgia State University 2015
Iowa State University 2014
Northwestern University 2014
Oregon State University
Purdue University
Temple University

The University of North Carolina at Chapel Hill
The University of Oklahoma 2014
The University of Texas at Arlington 2015
Tulane University 2014
University of Arkansas
University of Central Florida 2015
University of Hawaii at Manoa 2015
University of Houston

University of Illinois at Chicago 2014
University of Illinois at Urbana-Champaign
University of North Texas
University of Oregon
University of South Florida 2015
University of Washington
University of Wisconsin-Madison 2015
Washington State University

ALL INSTITUTIONS TOTAL 88 INSTITUTIONS

Alfred State College 2014
The University of North Carolina at Chapel Hill
Angelo State University 2015
The University of North Carolina at Charlotte 2015
California State University-Fresno 2014
The University of North Carolina at Pembroke 2015
California State University-Long Beach
The University of North Dakota 2015
Carroll University
The University of Oklahoma 2014
Central Connecticut State University
The University of Texas at Arlington 2015
Coastal Carolina University
The University of Texas at San Antonio
Colorado Mesa University
Truman State University
Colorado State University
Tulane University 2014
Creighton University 2014
University of Akron 2015
Davidson College 2015
University of Arkansas
Eastern Michigan University
University of Central Arkansas
Edinboro University of Pennsylvania 2015
University of Central Florida 2015
Florida Atlantic University 2014
University of Central Missouri
Florida State University
University of Colorado at Colorado Springs 2015

Frostburg State University
University of Hartford 2015
Georgia State University 2015
University of Hawaii at Manoa 2015
Indiana University-Purdue
University at Indianapolis 2015
University of Houston
Iowa State University 2014
University of Illinois at Chicago 2014
Kent State University 2015
University of Illinois at Urbana-Champaign
Miami University 2015
University of Maryland Baltimore County
Minnesota State University Mankato
University of Missouri-St. Louis 2015
New Jersey Institute of Technology 2015
University of Nevada, Reno
North Dakota State University
University of North Texas
Northeastern State University
University of Northern Iowa 2015
Northern Kentucky University 2014
University of Oregon
Northwest Missouri State University
University of South Florida 2015
Northwestern University 2014
University of South Florida-St. Petersburg
Oakland University
University of St Thomas-Saint Paul
Oregon State University

University of Washington
Ouachita Baptist University 2015
University of Wisconsin-Eau Claire
Pittsburg State University
University of Wisconsin-Madison 2015
Plymouth State University 2014
University of Wisconsin-Oshkosh
Purdue University
University of Wisconsin-Platteville 2015
Rensselaer Polytechnic Institute
University of Wisconsin-Stout
Salisbury University 2015
University of Wisconsin-Superior
Southeast Missouri State University 2015
University of Wyoming
Southern Illinois University Edwardsville
Washington State University
St. John Fisher College 2015
Weber State University 2015
SUNY at Oneonta 2014
Western Michigan University 2015
Temple University
Western Oregon University
Texas A & M University-Corpus Christi
Western State Colorado University
Texas State University - San Marcos
Wichita State University 2015
The College of New Jersey 2014
Winthrop University 2015

FACTOR COMPOSITION

1. Publicizing the Union & Promote Campus
2. Positive Environment
3. Student-Oriented
4. Source for Entertainment
5. Enhances Life and Leadership
6. Food Variety, Quality and Price
7. Aspects of Dining Service
8. Bookstore Staff
9. Bookstore Items Variety and Price
10. Union Cleanliness
11. Union Staff
12. Overall Program Effectiveness

FACTOR 1 PUBLICIZES THE UNION & PROMOTES CAMPUS

How Satisfied are you with the extent to which the College Union:

Publicizes opportunities to join student organizations	4.96 GOOD
Publicizes activities sponsored by the College Union	5.29 GOOD
Promotes a sense of community on campus	5.52 EXCELLENT
Promotes programs of interests to students	5.41 GOOD
Involves students in the decisions about College Union Activities	5.01 GOOD

OVERALL FACTOR RANK
26 /90 top 29%

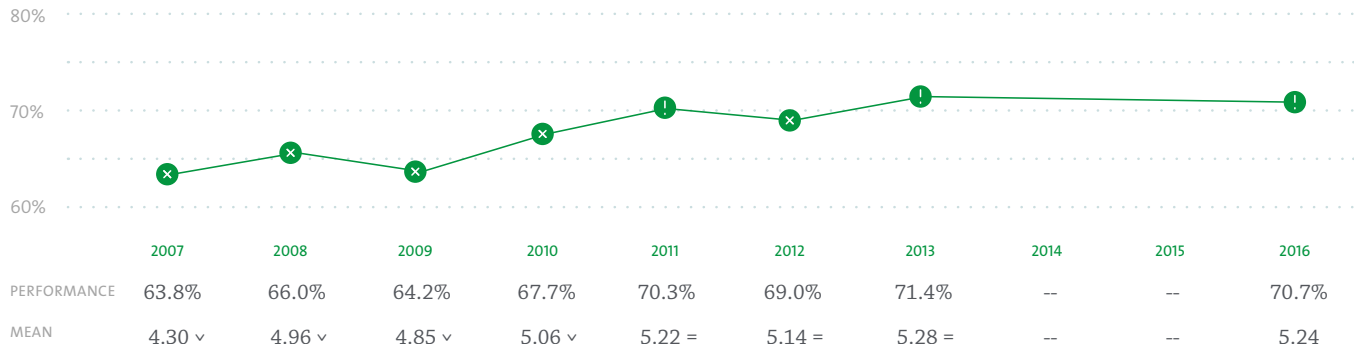
SELECT 6 RANK
3 /7

CARNEGIE CLASS RANK
11 /26

FACTOR MEAN
5.24 **GOOD**

GOAL (5.5)
NOT MET

LONGITUDINAL ANALYSIS 2013 MEAN: 5.28 (-.04)



FACTOR 2 COLLEGE UNION HAS A POSITIVE ENVIRONMENT

To what extent do you agree or disagree that the College Union:

Is an enjoyable place to spend time	6.01 EXCELLENT
Is a safe place	6.19 EXCELLENT
Is a place where I feel welcome	6.12 EXCELLENT
Is a place to relax	5.93 EXCELLENT
Is a place to study	5.41 GOOD

OVERALL FACTOR RANK
15 /90 top 16%

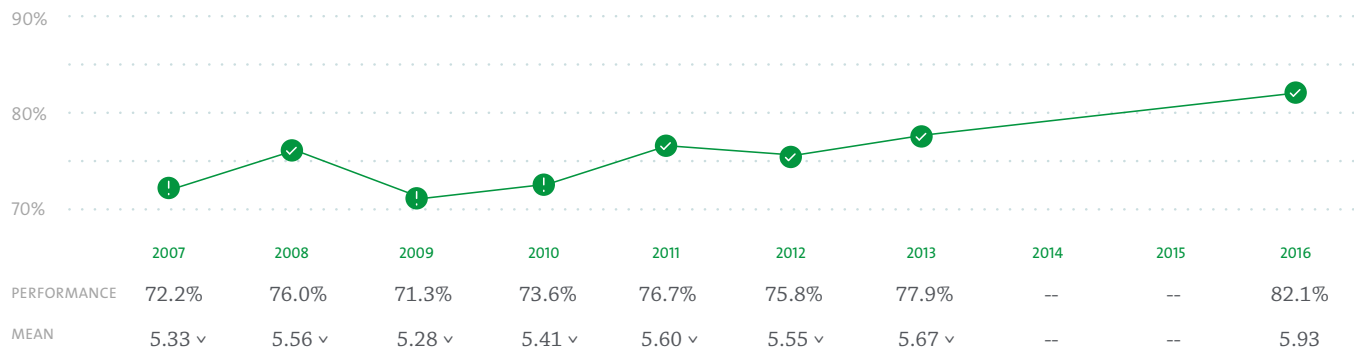
SELECT 6 RANK
1 /7

CARNEGIE CLASS RANK
9 /26

FACTOR MEAN
5.93 **EXCELLENT**

GOAL (5.5)
MET

LONGITUDINAL ANALYSIS 2013 MEAN: 5.67 (.26)



OVERALL FACTOR RANK
45 / 90 top 50%

SELECT 6 RANK
4 / 7

CARNEGIE CLASS RANK
16 / 26

FACTOR MEAN
5.68 **EXCELLENT**

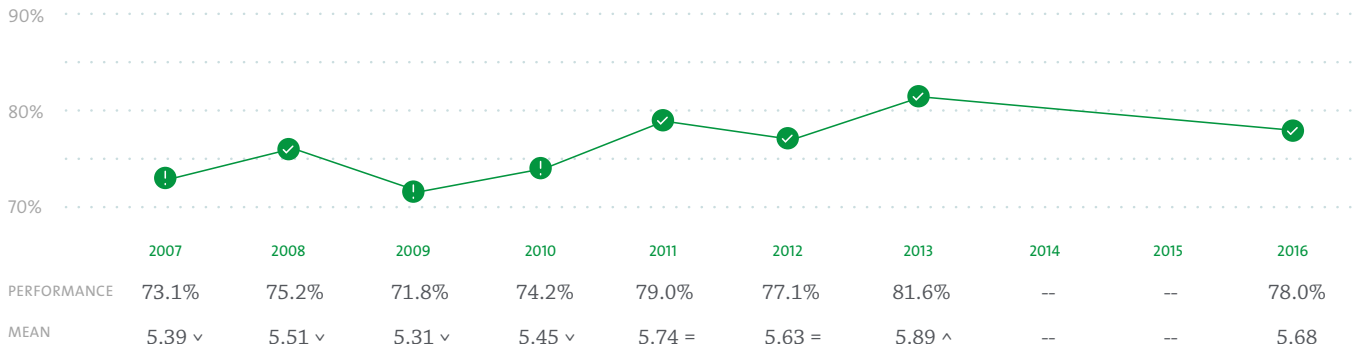
GOAL (5.5)
MET

FACTOR 3 COLLEGE UNION IS STUDENT ORIENTED

To what extent do you agree or disagree that the College Union:

Is a source of information for learning about campus events	5.42 GOOD
Is a student oriented facility	5.88 EXCELLENT
Is open convenient hours	5.60 EXCELLENT
Is a place to get involved in campus life	5.53 EXCELLENT
Is a central meeting place for students	6.01 EXCELLENT

LONGITUDINAL ANALYSIS 2013 MEAN: 5.89 (-.21)



OVERALL FACTOR RANK
15 / 90 top 16%

SELECT 6 RANK
2 / 7

CARNEGIE CLASS RANK
8 / 26

FACTOR MEAN
5.70 **EXCELLENT**

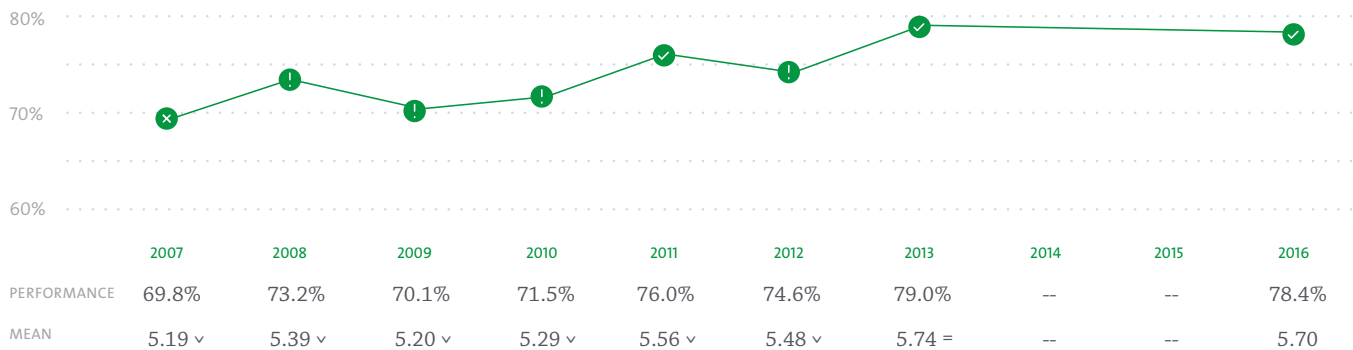
GOAL (5.5)
MET

FACTOR 4 COLLEGE UNION IS A SOURCE FOR ENTERTAINMENT

To what extent do you agree or disagree that the College Union:

Is a source for a wide variety of entertainment	5.79 EXCELLENT
Is a source for reasonably priced entertainment	5.62 EXCELLENT
Is a source for events I find interesting	5.53 EXCELLENT
Provides a variety of services	5.90 EXCELLENT

LONGITUDINAL ANALYSIS 2013 MEAN: 5.74 (-.04)



FACTOR 5 COLLEGE UNION ENHANCES LIFE AND LEADERSHIP

To what extent do you agree or disagree that the College Union:

Expands your understanding of others whose backgrounds differ from yours	4.90 GOOD
Expands your understanding of your role as a citizen of the college community	4.97 GOOD
Enhances your ability to interact socially	5.38 GOOD
Exposes you to new and different ideas	5.31 GOOD
Provides leadership training	4.70 GOOD
Provides opportunities for you to assume a leadership role	4.80 GOOD
Enhances your appreciation of the arts	5.39 GOOD
Enhances your appreciation of the value of volunteering	4.93 GOOD

OVERALL FACTOR RANK
6 /90 top 7%

SELECT 6 RANK
1 /7

CARNEGIE CLASS RANK
4 /26

FACTOR MEAN
5.05 **GOOD**

GOAL (5.5)
NOT MET

LONGITUDINAL ANALYSIS 2013 MEAN: 4.91 (.14)



FACTOR 6 UNION FOOD VARIETY, QUALITY AND PRICE

How satisfied are you with the eating establishments in the College Union regarding:

Variety of places to eat	5.50 EXCELLENT
Food prices	4.78 GOOD
Food quality	5.22 GOOD

OVERALL FACTOR RANK
4 /90 top 4%

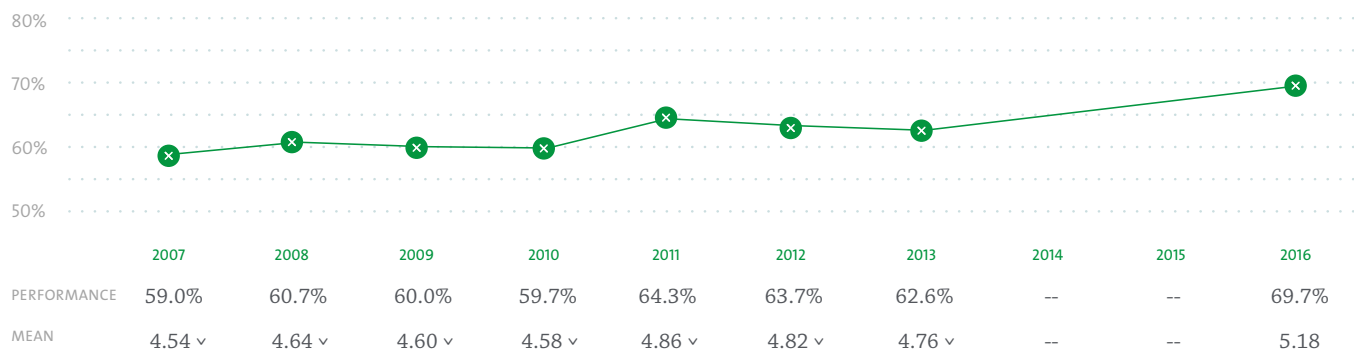
SELECT 6 RANK
1 /7

CARNEGIE CLASS RANK
3 /26

FACTOR MEAN
5.18 **GOOD**

GOAL (5.5)
NOT MET

LONGITUDINAL ANALYSIS 2013 MEAN: 4.76 (.42)



OVERALL FACTOR RANK
24 /90 top 27%

SELECT 6 RANK
3 /7

CARNEGIE CLASS RANK
9 /26

FACTOR MEAN
5.50 **EXCELLENT**

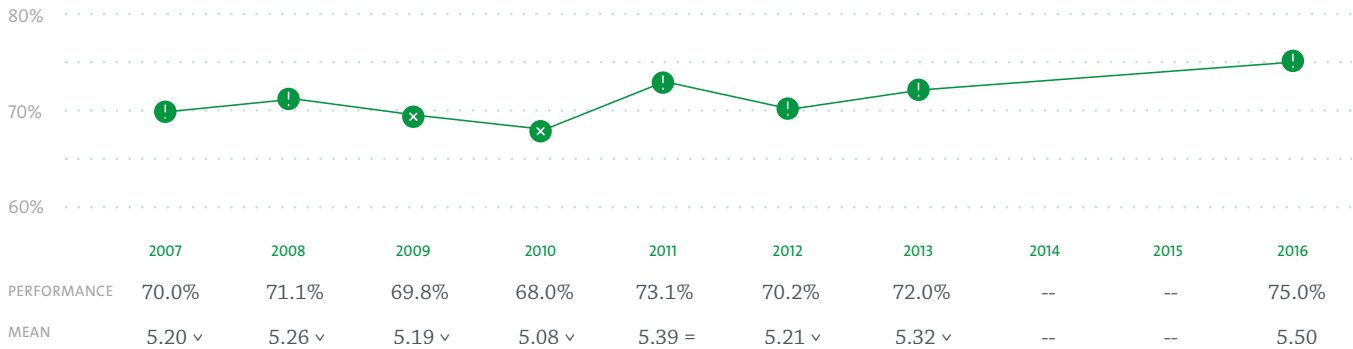
GOAL (5.5)
MET

FACTOR 7 ASPECTS OF DINING SERVICE

How satisfied are you with the eating establishments in the College Union regarding:

Customer service	5.43 GOOD
Dining room cleanliness	5.61 EXCELLENT
Dining room atmosphere	5.76 EXCELLENT
Dining room seating availability	5.34 GOOD
Courteousness of staff	5.74 EXCELLENT
Hours of operation	5.14 GOOD

LONGITUDINAL ANALYSIS 2013 MEAN: 5.32 (.18)



OVERALL FACTOR RANK
59 /90 top 65%

SELECT 6 RANK
4 /7

CARNEGIE CLASS RANK
16 /26

FACTOR MEAN
5.47 **GOOD**

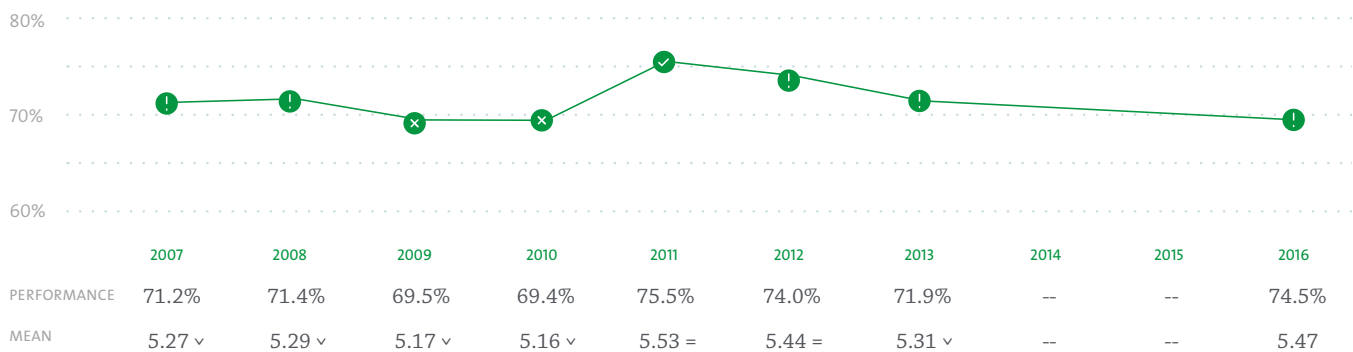
GOAL (5.5)
NOT MET

FACTOR 8 BOOKSTORE STAFF

How satisfied are you with the bookstore in the College Union regarding:

Availability of staff to assist you	5.36 GOOD
Courteousness of staff	5.59 EXCELLENT

LONGITUDINAL ANALYSIS 2013 MEAN: 5.31 (.16)



FACTOR 9 BOOKSTORE ITEMS VARIETY AND PRICE

How satisfied are you with the bookstore in the College Union regarding:

Availability of textbooks	5.24 GOOD
Textbook prices	3.84 FAIR
Variety of school supplies available	5.17 GOOD
School supply prices	4.37 GOOD
College/University logo merchandise prices	4.10 GOOD

OVERALL FACTOR RANK
6 /90 top 7%

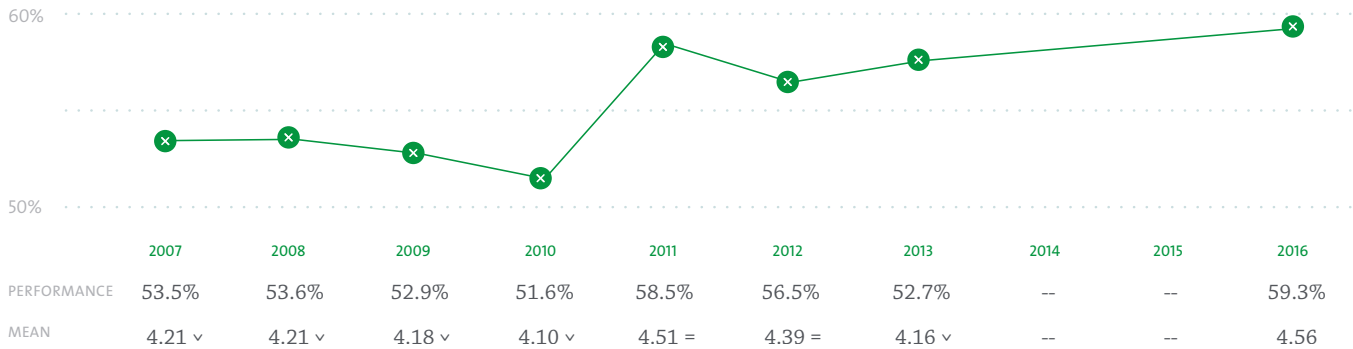
SELECT 6 RANK
1 /7

CARNEGIE CLASS RANK
1 /26

FACTOR MEAN
4.56 **GOOD**

GOAL (5.5)
NOT MET

LONGITUDINAL ANALYSIS 2013 MEAN: 4.16 (.40)



FACTOR 10 UNION CLEANLINESS

How satisfied are you with the quality of the following aspects of the College Union environment:

Cleanliness of entrances	6.02 EXCELLENT
Cleanliness of hallways	6.08 EXCELLENT
Cleanliness of restrooms	6.10 EXCELLENT
Atmosphere	6.10 EXCELLENT

OVERALL FACTOR RANK
22 /90 top 24%

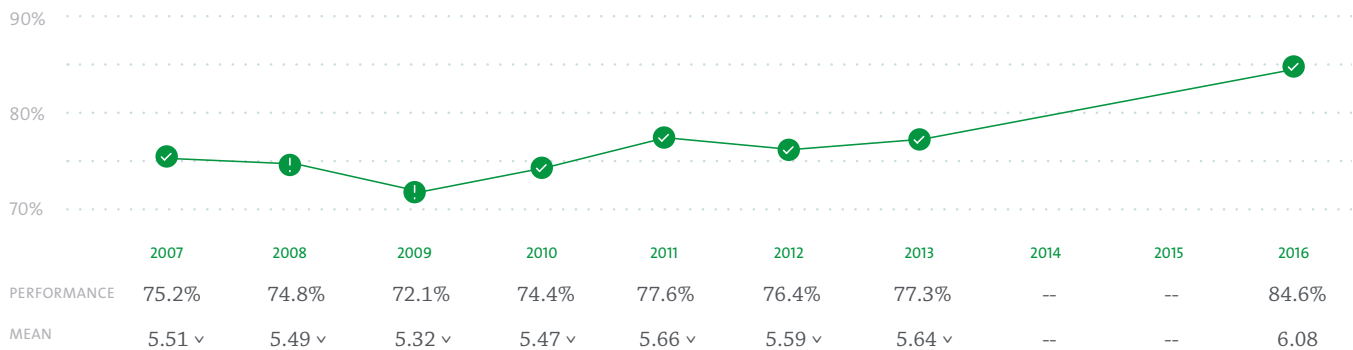
SELECT 6 RANK
3 /7

CARNEGIE CLASS RANK
4 /26

FACTOR MEAN
6.08 **EXCELLENT**

GOAL (5.5)
MET

LONGITUDINAL ANALYSIS 2013 MEAN: 5.64 (.44)



OVERALL FACTOR RANK
15 /90 top 17%

SELECT 6 RANK
2 /7

CARNEGIE CLASS RANK
5 /26

FACTOR MEAN
5.74 **EXCELLENT**

GOAL (5.5)
MET

FACTOR 11 UNION STAFF

To what extent is the College Union staff:

Available

5.63 **EXCELLENT**

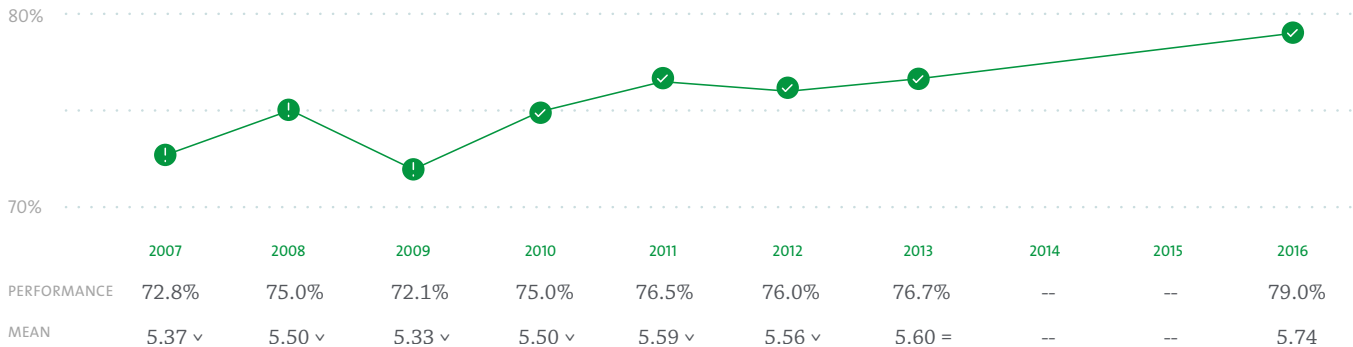
Knowledgeable

5.71 **EXCELLENT**

Courteous

5.88 **EXCELLENT**

LONGITUDINAL ANALYSIS 2013 MEAN: 5.60 (.14)



OVERALL FACTOR RANK
8 /90 top 9%

SELECT 6 RANK
1 /7

CARNEGIE CLASS RANK
5 /26

FACTOR MEAN
5.15 **GOOD**

GOAL (5.5)
NOT MET

FACTOR 12 OVERALL PROGRAM EFFECTIVENESS

To what extent does your College Union enhance your educational experience?

5.04 **GOOD**

When you compare the activity fees you pay to the quality of activities provided, how do you rate the value of the dollars spent?

4.41 **FAIR**

How well does the College Union fulfill its mission as the center of college community life?

5.23 **GOOD**

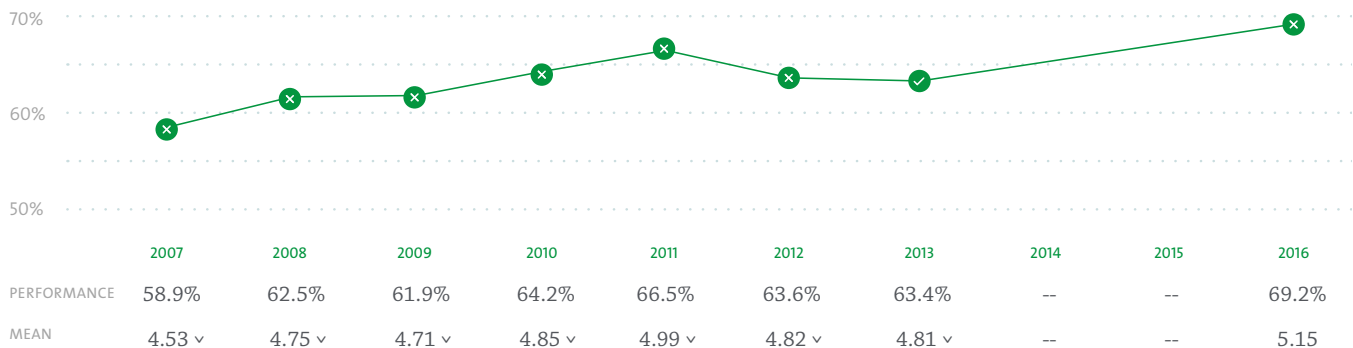
To what degree would you recommend the services and activities provided by the College Union to a close friend?

5.38 **GOOD**

How satisfied are you with the College Union?

5.70 **EXCELLENT**

LONGITUDINAL ANALYSIS 2013 MEAN: 4.81 (.34)



INSTITUTION SPECIFIC QUESTIONS

■ RESPONDING 1-2
 ■ RESPONDING 3, 4, OR 5
 ■ RESPONDING 6-7

1. To what extent do you agree the Union has products and services that are easy to find?



2. To what extent do you agree the Union has adequate meeting facilities with quality to meet your needs?



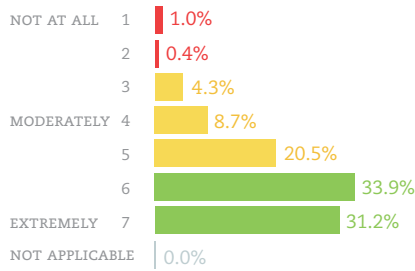
3. To what extent do you agree that attendance at social, cultural, and recreational events help you learn to interact socially with members of the UNT community?



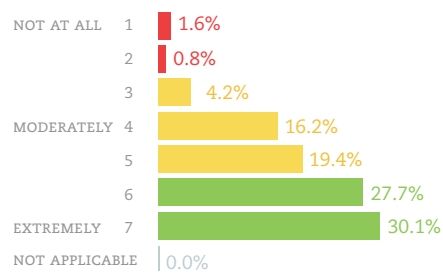
4. To what extent does having alcohol served in the University Union lend itself to me being a more responsible drinker?



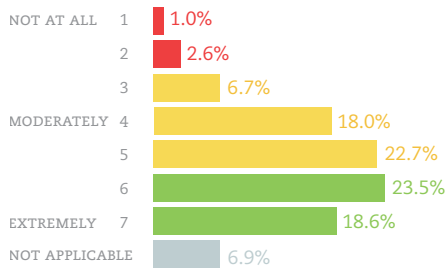
5. To what extent do you agree the Union staff provides Good Customer Service?



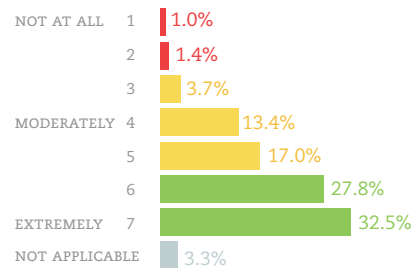
6. To what extent do you agree that the Union creates a sense of community and belonging for you at the university?



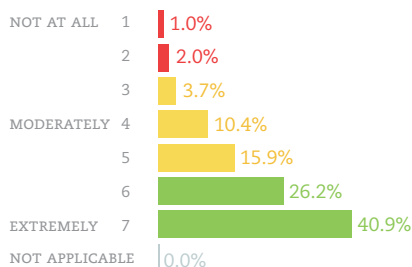
7. How satisfied are you with the extent to which the Union makes it easy to reserve space for meetings events?



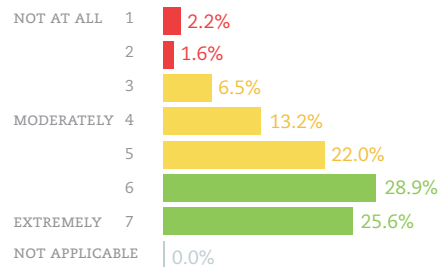
8. How satisfied are you with the Information Desk?



9. How Satisfied are you with the furniture in the new Union?



10. How satisfied are you with the retail offerings in the new Union?



RECOMMENDATIONS

OVERALL PROGRAM EFFECTIVENESS FACTORS	IMPACT ON OVERALL PROGRAM EFFECTIVENESS	CONTRIBUTION TO TOTAL IMPACT	FACTOR PERFORMANCE	RECOMMENDATION CATEGORY
HIGH IMPACT FACTORS				
Enhances Life and Leadership	1st predictor	13.4%	BELOW GOAL	Top Priority
Food Variety, Quality and Price	2nd predictor	11.8%	BELOW GOAL	Top Priority
Student Oriented	3rd predictor	9.6%	ABOVE GOAL	Maintain or Improve
Source of Entertainment	4th predictor	9.5%	ABOVE GOAL	Maintain or Improve
Union Staff	5th predictor	8.2%	ABOVE GOAL	Maintain or Improve
LOW/NO IMPACT FACTORS				
Publicizes Union & Promotes Campus	Non Predictor	0.0%	BELOW GOAL	Monitor
Has a Positive Environment	Non Predictor	0.0%	ABOVE GOAL	Maintain
Aspects of Dining Service	Non Predictor	0.0%	AT GOAL	Maintain
Bookstore Staff	Non Predictor	0.0%	BELOW GOAL	Monitor
Bookstore Items Variety and Price	Non Predictor	0.0%	BELOW GOAL	Monitor
Union Cleanliness	Non Predictor	0.0%	ABOVE GOAL	Maintain

GOALS MET ON 5 OF 11 FACTORS

! TOP PRIORITY

- ① *Union Enhances Life and Leadership – Below Goal*
- ② *Union Food Variety, Quality, and Price*

CONCLUSION

THE ACUI/BENCHWORKS COLLEGE UNION/STUDENT CENTER ASSESSMENT CONDUCTED BY SKYFACTOR provides the University Union at the University of North Texas a unique opportunity to evaluate our performance with peers across the nation. This year, the University Union had three high impact factors that were above normal for the year. These factors included: *College Union is Student Oriented*, *College Union is a Source of Entertainment*, and *Union Staff*. A score above 5.5 indicates that the University Union has reached a level of excellence when compared with overall peer and peers from the Select 6 and Carnegie classifications. While the University Union did not meet the 5.5 goal for *Overall Program Effectiveness*, the overarching high impact factor, **WE DID RANK IN THE TOP 9% WITH OUR NATIONAL PEERS, 5TH OUT OF 26TH IN THE CARNEGIE CLASSIFICATION, AND BEST IN OUR SELECT 6 CATEGORY.** High impact factors that did not reach their goal included: *College Union Enhances Life and Leadership* and *Union Food Variety, Quality and Price*. Overall, there are eleven impact factors that contribute to *Overall Program Effectiveness*, with five of them being high impact and the other six being no to low impact.

First and foremost, **THE STUDENTS THAT PARTICIPATED IN THE SURVEY FELT LIKE THE UNIVERSITY UNION WAS STUDENT ORIENTED.** The University Union takes pride in meeting the needs of the student population and we were excited to see that we continue to make improvement in this area. Since this is a high impact factor that contributes 9.6% to the total impact, ensuring that we have a facility that focuses and puts students first is extremely important. The students finance the facility through the payment of their student fee, contribution to overall retail sales, and overall governance through the Union Board of Directors. Additionally, they are the main users of the University Union and make up a large percentage of the 23,000 people that frequent the facility on an average day. Students felt like the University

Union had convenient hours, was a centralized meeting place, and a place for them to get involved.

Next, **STUDENTS FELT LIKE THE UNIVERSITY UNION WAS A SOURCE OF ENTERTAINMENT FOR THEM.** Throughout the completion of a new facility, programming staff members in the University Union were diligent in expanding the number of programs and offerings for the student population. This expansion included increasing the offering of various jazz and lab band performing with the Syndicate and proposing more programs on the weekends. Additionally, the University Union looked to expand various programs dedicated to the arts, which included various workshops and independent film series. This high impact factor contributes 9.5% to the total impact and is the fourth overall predictor of program effectiveness. The goal of a 5.5 factor performance was exceeded with a 5.7, thus making it important to maintain or improve in the upcoming year. Students felt like there was a wide variety of entertainment, programs were interesting, and they were reasonably priced.

The fifth predictor for overall program effectiveness in the University Union is staffing. **STUDENTS FELT LIKE THE UNIVERSITY UNION STAFF DID A GOOD JOB THIS YEAR** with a high score of 5.74, well above the goal of 5.5. Throughout the past year, the University Union has expanded their staff. The purpose of this expansion was to ensure that we were providing excellent customer service, keeping a clean facility, and expanding the programs and services offered to the student population. It is important to the overall program effectiveness that students feel comfortable with the staff at the University Union and that we are providing the customer service that is required of a facility this large. Overall, the students ranked the University Union staff excellent in availability, knowledge, and courtesy.

The University Union did have two high impact factors that were below the

performance goal of 5.5. These goals included *College Union Enhances Life and Leadership* with a 5.05 and *Union Food Variety, Quality and Price* with a 5.18. While the University Union is not directly responsible for dining services, we will be reporting the results to our colleagues in Dining Services so they can use the information to make better decisions. The University Union will use the data provided from this survey to expand our training and promotion of various ways that the Union can help students gain a better appreciation of diversity, social engagement, leadership and volunteer opportunities, and community building. By partnering with various departments in the facility, marketing the University Union as a place to gain these opportunities, and strengthening training for student staff, we hope to increase our overall factor performance in *College Union Enhances Life and Leadership*.

Finally, the University Union likes to look at low impact factors to ensure that we are meeting the needs of students within the facility. This year, **STUDENTS FELT LIKE THE UNIVERSITY UNION ACHIEVED AND SURPASSED THEIR GOALS ASSOCIATED WITH COLLEGE UNION HAS A POSITIVE ENVIRONMENT (5.93) ASPECTS OF DINING SERVICES (5.5) and UNION CLEANLINESS (6.08).** It will be critical that we maintain these factors, even though they are not as impactful to overall program effectiveness. If students do not feel the University Union is a positive or cleanly space, they will not be happy with programs, staff, or their overall experience within the facility. Additionally, the University Union needs to improve or work with various partners to improve in the areas of *Publicizes the Union and Promotes Campus* (5.24), *Bookstore Staff* (5.47), and *Bookstore Items Variety and Price* (4.56). These areas make up the whole of the University Union, and it is important that we continue to look at ways to improve in these areas. The promising news is that the results for all of these areas have been trending upwards when reviewing longitudinal trends for each factor.

Overall, the University Union had positive results from the survey, showing that **STUDENTS ARE SATISFIED WITH THE FACILITY AND THOSE INDIVIDUALS WORKING WITHIN THE FACILITY**. In regards to institutional specific questions, 80% of students felt like the University Union staff

provided good customer service, 70% felt like the University Union created a sense of community and belonging, 63% felt like the Union made it easier to reserve space for meeting events, 76% were satisfied with the Information Desk, 81% were satisfied with the new furniture and 75% were happy with

the retail offerings in the University Union. In the categories of *Union has Products and Services Easy to Find*, *Union has Adequate Facilities with Quality*, *Alcohol Served in the Union Lends Itself to Responsible Drinking*, and *Union Staff provides Good Customer Service*, the rankings were either good or excellent.

WITH THESE RESULTS, THE UNIVERSITY UNION WILL PROMOTE THIS ACTION PLAN TO ENSURE THAT WE USE THE DATE TO MAKE INFORMED DECISIONS AND CONTINUE TO IMPROVE IN OVERALL PROGRAM EFFECTIVENESS:

- ① Share the results of the ACUI/Benchworks College Union/Student Center Assessment with various colleges and departments within the University Union, so we can develop partnerships or relationships that will improve our overall goals and ensure that students are satisfied with all aspects of the University Union. The University Union will report results to various departments by the end of October 2017, through the generation of a report.
- ② Develop a collaborative plan with various Student Affairs departments to increase the awareness of how the University Union can lead to a better understanding of diversity, social engagement, leadership, volunteer-ism, and an appreciation of the arts. The University Union will look to engage departments by the end of the fall 2016 semester, and develop a plan for collaboration during the spring 2017 semester.
- ③ Evaluate current policies, procedures, and programs with the University Union to ensure that we continue to provide services and events that will enhance overall student satisfaction. The ACUI/Benchworks College Union/Student Center Assessment will be used in the upcoming year to make decisions related to both student and full-time staff training. In addition, the information will be shared with the graduate assistant responsible for the development of workshops related to staff development. Finally, the University Union Marketing team will use the results to create a campaign of celebration and awareness, so that students know their voice is being heard in the decision-making process.