

2010-2011 Finance & Administration, Vice Chancellor

Section	Document Name
Fiscal Health	• FAA.pdf
Fiscal Health	• PHYP.pdf

Mission

Mission

Through excellent stewardship of human, physical, and fiscal resources we will serve and lead our campus community as it fulfills its mission.

Vision

We aspire to be the very best at what we do. Every employee will be engaged, inspired, and prepared to deliver service with distinction.

Our Guiding Principles

Customer Service

We will seek to understand and focus on the needs of all customers; students, employees, and community. We will dedicate our attention to delivering exceptional services within a caring atmosphere. Collaboration and teamwork will be utilized to continually improve our services.

Integrity

Honesty, trustworthiness, dependability, and administrative/fiscal accountability will steer our actions. We are committed to maintaining and demanding high ethical standards.

Professionalism

An environment will be maintained that recognizes and respects the importance of people and opinions: one in which we celebrate our vast diversity; recognize good work; promote everyone's abilities and professional development; establish an enjoyable environment; and encourage a balance between work and life.

Innovation

Taking risks fosters improvement. We will eliminate obstacles, encourage new ideas, and embrace creative solutions that are aimed at improvement and good stewardship.

Goals and Objectives

▣ 1. Value Continually evaluate: A. How we work; B. What services we provide, and; C. How well we provide those services; to ensure value is provided to the schools and other administrative units and to ensure that the customer experience is enhanced by interaction with our areas

☑ Adopt IU Enterprise Windows Server Update Services (WSUS).

Campus Planning Theme:

Secondary Goals: Information Technology; Effectiveness of Processes; Resources

Sub Unit: Tech Services

Time Frame: Early 2012

Actions taken for 2010-2011:

Implementation of FIAD Tech administered WSUS enabling FIAD Tech to deploy MS product updates to all divisional computers.

Evidence of Progress for 2010-2011:

Implementation completed and upgrades are done via WSUS.

Activities planned for 2011-2012:

Integration of our current WSUS into the IU Enterprise WSUS to reduce redundancies, promote integration of services and cost-savings.

- ☒ Audit FIAD websites and upgrade any https pages to Transport Layer Security (TLS) Protocol to version 1.2

Campus Planning Theme: Best Practices

Secondary Goals: Information Technology

Sub Unit: Tech Services

Time Frame: November 2011

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Sites are updated

Activities planned for 2011-2012:

Upgrade of FIAD websites to TLS 1.2 to protect against the newly published BEAST (browser exploit against SSL/TLS) exploit. This exploit could leave highly sensitive data exposed to interception of harvesting.

- ☒ Collaborate with the student employee programs and departments on campus to enhance students' education by developing work experience in their fields of study along with actual hands-on experience of gaining steady employment.

Campus Planning Theme: Teaching and Learning

Secondary Goals: Resources, Partnerships

Sub Unit: Barnes and Noble Bookstore

Time Frame: Both fall and spring semesters.

Actions taken for 2010-2011:

Hired over 100 student employees. Reach out and collaborated with TCEM and other schools to attract students in areas of studies that complement the bookstore responsibilities.

Evidence of Progress for 2010-2011:

Increased student employment, the promotion of students to positions of supervision in the bookstore. Increased interaction with student employment office on campus.

Activities planned for 2011-2012:

Reach out to additional departments to provide more work experience for students. Work closely with student employment initiatives on campus. Present workshops and provide student employment activities in the bookstore.

- ☒ Continually evaluate how we work, what services we provide, and how well we provide these services.

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals:

Sub Unit: Food Service

Time Frame: On-going

Actions taken for 2010-2011:

To add value we increased services at Jag Java in the Library and Jag Connection at the Business School; improved the menu at The Docket at the Law School; Wrote a new catering guide designed to enhance the catering experience; Added a lower cost meal plan option; and opened a convenience store at the campus apartments.

Evidence of Progress for 2010-2011:

Improved sales; improved SwD scores; improved customer satisfaction survey scores; improved client satisfaction scores; improved Catertrax survey scores; improved customer feedback.

Activities planned for 2011-2012:

We are working on the following projects to add value: adding a food service location to SL/LD and IC/TC; Adding a faculty / staff meal plan with a rewards program; Adding a summer meal plan; Adding a soup station to the east end of the food court; Adding Spicy Chicken to the menu at Chick-fil-a; Designing a plan to start refreshing retail concepts in the Campus Center.

- ☒ Continue to foster innovativeness that allows continual expansion of the IUPUI card program including the card programs of our IU Regional partnerships.

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals: Resources

Sub Unit: Campus Card Services

Time Frame: On-going

Actions taken for 2010-2011:

1. The Columbus campus was successfully integrated with the Jagtag infrastructure
 2. Successfully brought on 13 new vendors to accept Jagtag
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Evidence of Progress for 2010-2011:

1. Other IU Campuses are successfully integrated and operating fully functional card programs
 2. Vendors have an additional option for accepting Jagtag
 3. Increased Jagtag sales
 4. New vendors are successfully accepting Jagtag
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Activities planned for 2011-2012:

1. Begin conversations with other IU Regional campuses to partner and integrate with the Jagtag Card Program
2. Begin development of a web-based transaction application for accepting Jagtag
3. Investigate and possibly implement an automated rewards and incentive program
4. Continue to target new vendors to accept Jagtag

☒ Continue to partner with the Office of Equal Opportunity (OEO) in reviewing search and screen activities for efficient and timely processes; incorporate best practices that drive diversity of staff.

Campus Planning Theme: Campus Climate for Diversity, Collaboration

Secondary Goals: Partnership

Sub Unit: Human Resources Administration-Employment

Time Frame: On-going

Actions taken for 2010-2011:

Met regularly to discuss practices, concerns and priorities related to diversity in recruitment. Identified and implemented steps that expedited the posting process while still ensuring adherence to campus practices.

Evidence of Progress for 2010-2011:

Identification and resolution of process blocks.

Timely interventions with departments/committees when issues arise.

Activities planned for 2011-2012:

Continue ongoing meetings to ensure that HRA and OEO continue to review recruitment practices. Incorporate more discussion and activity related to metrics in order to create objective assessment tools.

- ☑ Continue to support the Service with Distinction Program through training for the CFS Call Center and Building Services.

Campus Planning Theme: Best Practices

Secondary Goals: Value

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012.

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Improved service to CFS customers.

Activities planned for 2011-2012:

Surveys have been sent to key users.

- ☑ Create a secured web gateway portal for JagTag vendor payments.

Campus Planning Theme:

Secondary Goals: Information Technology; Effectiveness of Processes; Economic Development; Resources; Partnerships

Sub Unit: Tech Services

Time Frame: Early 2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Project kickoff meeting held; project plan created and initiated.

Activities planned for 2011-2012:

Replacement of Aero card readers with new web solution, providing lower start-up costs to potential new vendors with development of this web application

- ☑ Develop a recurring parking permit renewal system for employees.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012.

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Reduced number of people in line at Parking Services.

Activities planned for 2011-2012:

Meet with Payroll to discuss possibility of allowing continued payroll deduction for renewals. Communicate to faculty and staff via P&TS website, e-mail blasts and other media.

- ☑ Develop long term approach for parking inventory.

Campus Planning Theme:

Secondary Goals: Buildings, building repair/renovations, Retention, People

Sub Unit: Campus Facility Services

Time Frame: On-going

Actions taken for 2010-2011:

Developed the plan to support the next phase of Wishard land transfer. Completed planning for the Sports Garage expansion and began construction. Developed NIFS temporary parking lots.

Evidence of Progress for 2010-2011:

Adequate parking inventory available for students, faculty, staff, and visitors.

Activities planned for 2011-2012:

Develop partial use plan for new Wishard garage (2 phases). Develop plan for use of expanded Sports Garage facility. Develop an integrated plan for Riley's new garage. Begin planning for next garage.

- ☑ Evaluate all points of departmental service delivery to campus customers to identify areas for improvement.

Campus Planning Theme: Best Practices

Secondary Goals: Resources

Sub Unit: Human Resources Administration

Time Frame: 2011-12

Actions taken for 2010-2011:

Identified need for continuous improvement to maximize opportunities for unit performance within the department.

Evidence of Progress for 2010-2011:

"Adaptable organization" theme introduced a flexible approach to strategic planning; revised data collection will permit an earlier point in the annual cycle to identify improvement.

Activities planned for 2011-2012:

1. Reinforce "adaptable organization" theme for strategic planning.
2. Introduce continuous staff training
3. Implement an effective business consulting model for HRA service delivery
4. Revise data collection to improve the determination for progress and areas for improvement.

☒ Evaluate effectiveness and efficiency of bursar processes; service level agreements; develop and implement process modifications and/or shared services, when appropriate.

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals: Partnership

Sub Unit: Bursar

Time Frame: 2010-11, 2011-12

Actions taken for 2010-2011:

Lead and participated in the university-wide Student Services Benchmarking project, supported by the Hackett Group/Accenture consulting firms.

Evidence of Progress for 2010-2011:

Completion of SSI Phase 2 and Phase 3; Implementation of a shared service model in which some bursar activities are shared services and "owned" by one entity.

Activities planned for 2011-2012:

Co-Lead and participate in the university-wide Student Services Initiative (SSI) Phase 1: Identify key bursar processes, outline steps associate with that activity and identify steps/activities that could be "shared" (i.e., performed by one entity for all campuses). Participate in Phase 2 (Nov 2011-February 2012) and Phase 3 (March 2012 and beyond) of the SSI project.

☒ Expand scope of services and create a more competitive price scale

Campus Planning Theme: Best Practices

Campus Planning Theme: Best Practices

Secondary Goals: Resources

Sub Unit: IKON

Time Frame: First Quarter 2012

Actions taken for 2010-2011:

Price scale analysis of local businesses, surveys to departments for needed or additional services (i.e. large format, scanning, scan to file, etc)

Evidence of Progress for 2010-2011:

Additional customer base, increased sales, increased commissions to IUPUI Auxiliary Services.

Activities planned for 2011-2012:

Create an aggressive, competitive price scale that can compete with local businesses. Market additional services including large format, scanning, scan to file, on-demand printing, forms management and document conversion.

- ☒ Finalize and implement staffing plan associated with self-pay stations.

Campus Planning Theme: Best Practices

Secondary Goals: Value, Resources

Sub Unit: Campus Facility Services

Time Frame: Complete by January 1, 2012.

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Decreased payroll expenses for operating visitor garages.

Activities planned for 2011-2012:

Stations installed and operational. Staffing plan implemented.

- ☒ Identify procedures to standardize classification and compensation processes for University Administration(UA) positions and IUPUI HRA.

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals:

Sub Unit: Human Resources Administration--Compensation

Time Frame: On-going

Actions taken for 2010-2011:

1. Identified and coordinated campus budget office requirements to process position transactions for UA organizational units (e.g. Information Technology, Research Administration, Purchasing, Police, and Public and Government Relations).
 2. Reduced time to verify position posting justification, salary increase reviews and approvals, and position creation approvals.
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Evidence of Progress for 2010-2011:

The review process will be streamlined for approvals between IUPUI campus units and university approval points in the process.

Clarification of the inter-relationship between policies and practices of UA organizational units' and IUPUI's units.

Activities planned for 2011-2012:

1. Work collaboratively with University Human Resources Services in position reviews for cross UA organizational units.
2. Streamline processes and communications as university-wide salary policies are implemented.
3. Appropriately participate in inter-campus policy and procedure reviews that impact the IUPUI campus.
4. Ensure IUPUI specific perspectives are considered in decision making.

☒ Implement exciting and convenient enhancements to the existing services

Campus Planning Theme: Best Practices

Secondary Goals: Resources

Sub Unit: Campus Card Services

Time Frame: On-going

Actions taken for 2010-2011:

1. Automated the Jagtag Deduct program so employees can sign up on-line
 2. Began replacement of old readers to newer IP addressable readers providing more reliability and less down time
 3. Completed stage 1 of the Service with Distinction training
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Evidence of Progress for 2010-2011:

1. Less phone calls from students and parents making account balance inquiries
 2. Number of hits for on-line chatting increases
 3. Jagtag sales increase
 4. Number of positive survey results continue to increase
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Activities planned for 2011-2012:

1. Create an alternate logon feature for parents via the Manage My Jagtag website
2. Investigate 'on-line chatting' whereby students and employees can ask 'live' questions of our staff
3. Investigate and possibly implement an automated 'low balance' email feature
4. Create an app allowing students to make deposits via their smart phones
5. Continued replacement and upgrading of antiquated card equipment and readers
6. Complete stage 2 and finalize and implement the Service with Distinction culture

☑ Implement Service with Distinction

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Budget Office

Time Frame: 2010-11, 2011-12

Actions taken for 2010-2011:

Completed survey and objectives for office.

Evidence of Progress for 2010-2011:

Increased level of customer satisfaction per survey results.

Activities planned for 2011-2012:

Implement objectives and reassess customers.

☑ Implement Service with Distinction

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Bursar

Time Frame: 2011-12

Actions taken for 2010-2011:

none

Evidence of Progress for 2010-2011:

Increased level of customer satisfaction per survey results.

Activities planned for 2011-2012:

Participate in Cohort IV of Service with Distinction initiative.

☑ Implement Service with Distinction

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Tech Team

Time Frame: 2011-12

Actions taken for 2010-2011:

none

Evidence of Progress for 2010-2011:

Increased level of customer satisfaction per survey results.

Activities planned for 2011-2012:

Participate in Cohort IV of Service with Distinction initiative.

☑ Implementation of Security Awareness Program

Campus Planning Theme: Best Practices

Secondary Goals: Information Technology; People

Sub Unit: Tech Services

Time Frame: 2011-2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Individualized unit-based security assessments completed.

Activities planned for 2011-2012:

Conduct a gap analysis to assess FIAD's current security stance to the 15 security controls. Assign staff to analyze and understand how critical controls can be deployed within FIAD's environment. Devise a plan to implement the improved information security critical controls over the long term.

☑ Incorporate a higher level of user education and regulatory compliance into the role of the Records staff.

Campus Planning Theme: Best Practices

Secondary Goals: Resources

Sub Unit: Human Resources Administration-Records

Time Frame: On-going

Actions taken for 2010-2011:

Actions during previous years were limited in this area due to paper-based process and the absence of an electronic routing system for I-9s.

Evidence of Progress for 2010-2011:

Faster approval of hire eDocs resulting in:

1. Reduced retro hires
 2. Earlier creation of employee benefit package
 3. More timely systems availability for new hires
 4. Reduction of detrimental impacts on Record's staff previously created during high volume hiring cycles.
 5. Reduced time spent reviewing and auditing transactions after-the-fact.
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Activities planned for 2011-2012:

Utilizing the features available in the new HireRight system:

1. Implement procedures for processing hiring documents that allow for maximum compliance with campus background check policy and federal I-9 compliance to minimize financial exposure to the university.
2. Provide timely feedback and instruction to department personnel to reduce ongoing errors.
3. Incorporate compliance issues and the related financial exposure in routine eDoc training.

☒ Increase lower cost choices for course materials for students by increasing availability of course materials information, rental options, used books and digital materials.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: Barnes and Noble Bookstore

Time Frame: Throughout fall and spring semesters.

Actions taken for 2010-2011:

Started rental program and increased rental options.

Evidence of Progress for 2010-2011:

Increase in the percentage of course requests that are received before student scheduling and buyback period. Amount of rental and digital titles on list and sold; increased requests from faculty for ebooks and rentals; added marketing opportunities to present message about ebooks and rentals.

Activities planned for 2011-2012:

Collaborate with students, administration and faculty in campus initiative for earlier course materials request to positively impact timeliness of students receiving information, ability for the bookstore to increase lower cost alternatives and increase HEOA compliance. Increase the title list available for rental titles offered. Continue to Partner with Nookstudy and B&N.com to provide a list of titles that are offered as ebooks for IUPUI courses. Increase marketing (in-store and during buyback in particular, campus events and website); provide prominent shelf tags for ebooks, rentals and student choice. Notify departments of ebook and rental options; work with course pack providers to have digital codes available in store for students; provide ebooks that are a rental option. Engage with students and parents to discuss both rentals and ebooks. Add point of sale system to make the rental and digital options more convenient and efficient for students to participate in.

- ☑ Increase the education and participation of the campus recycling program.

Campus Planning Theme: Best Practices

Secondary Goals: Partnerships

Sub Unit: Sustainability, Office of

Time Frame: 2011-12 and on-going

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Committee meetings held and documented, completion of survey, development of recycling message, rollout of new recycling pilot program.

Activities planned for 2011-2012:

Reinvigorate the campus recycling committee. Conduct a survey of campus constituents to identify recycling barriers. Develop a consistent recycling message to promote across campus. Evaluate converting the campus recycling process to single stream. Conduct pilot programs of new recycling message and process within Housing, Campus Center, University Library, and Lockefield Village

- ☑ Maintain customer service and on-time target ratings of 98%-99% for copy/print/production jobs

Campus Planning Theme: Best Practices

Secondary Goals: People; Resources

Sub Unit: IKON

Time Frame: First quarter 2012

Actions taken for 2010-2011:

Current Levels at 99.4%. Have developed workflow that is able to maintain proper service levels on campus.

Evidence of Progress for 2010-2011:

Service Levels @ 99.4%

Activities planned for 2011-2012:

Creation of WIP (Work in Progress) Report inside of current software that allows for more accurate minute to minute tracking.

☒ Promote FIAD's commitment to "Service with Distinction"

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals: Information Technology; Partnerships

Sub Unit: Tech Services

Time Frame: On-going

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Zendesk Support Request issue tracking system is implemented; 3rd party assessment is complete; On-going InfoShare sessions are conducted and FIAD users are more informed.

Activities planned for 2011-2012:

Propose a metrics-based Service Level Request application for the division. Contract with 3rd party for service assessment/analysis and recommendations. Initiate InfoShare sessions for FIAD users.

☒ Redesign the format and presentation of the IU bursar student account statement of account (bill).

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Bursar

Time Frame: 2010-2012

Actions taken for 2010-2011:

Participate in IU bursar working group to evaluate current formatting and presentation of bursar statement of account. Identify areas for improvement; start development of prototype.

Evidence of Progress for 2010-2011:

Prototype testing in FY 2012; implement new format in Q1/Q2 of FY 2013.

Activities planned for 2011-2012:

Continue prototype development; start developing programming specifications. Testing prototype for usability.

- ☒ Reduce operating costs while increasing efficiencies.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration

Secondary Goals: Transparency; People; Environment

Sub Unit: Natatorium

Time Frame: On-going

Actions taken for 2010-2011:

Continue to control any costs within our authority. Created plan to partner with PETM and possible others to construct stronger marketing plans. Collaborated to create efficiencies with other units wherever possible.

Evidence of Progress for 2010-2011:

Activities planned for 2011-2012:

Addition of business manager to track expenses and suggest ways to reduce and better control costs. This includes outside activity as well as internal (ID billings created by IUPUI units). Create a more resilient marketing plan to identify new opportunities for donors and corporate sponsorships. Seek new markets of interest:

1. Sponsorships - companies looking for exposure in the university environment
2. Programming and events – expand customer base with additional sporting events.

- ☒ Relocate the CFS Building Automation Systems to a secured facility/virtual environment.

Campus Planning Theme: Best Practices

Secondary Goals: Information Technology; Resources

Sub Unit: Tech Services

Time Frame: 2011-2012

Actions taken for 2010-2011:

Full network audit of CFS IT functions. Implementation of SANS 15 Security Controls.

Evidence of Progress for 2010-2011:

Fiber feasibility study ongoing. Double-Take licenses acquired for new servers. Work breakdown structure and scope statement created. Relocation plan developed and communicated.

Activities planned for 2011-2012:

Relocation of BAS servers with virtualization capability to IU's Intelligent Infrastructure. Relocate all systems with no

virtual environment capability to a centralized, secured facility (ICTC).

☑ Transfer Risk Liability for PCI Compliance at Campus Facility Services/Parking to 3rd Party Vendor

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals: Information Technology

Sub Unit: Tech Services

Time Frame: 2011-2012

Actions taken for 2010-2011:

Conducted PCI security assessment at Parking. Flex parking program upgraded to latest version in anticipation of move. Served as the technical consultant for the move between Parking and T2 (vendor).

Evidence of Progress for 2010-2011:

Successful data transfer and application implementation, completed in Q2 FY 2012

Activities planned for 2011-2012:

Team lead for final data and application migration to off-site vendor. Act as liaison with Treasury and UITS. Change our division-wide risk assessment threat matrix to reflect risk transference.

☑ Work with IU Bloomington to implement handheld devices to better track maintenance work at the employee level.

Campus Planning Theme: Best Practices

Secondary Goals: Resources

Sub Unit: Campus Facility Services

Time Frame: On-going

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Improved reporting and efficiencies.

Activities planned for 2011-2012:

Meetings to identify appropriate tools and to develop implementation plan.

▶ **2. Transparency Promote two way communication and understanding of campus and university finances and other administrative policies and procedures. Develop policies and procedures that ensure compliance and safeguards university assets while eliminating obstacles to the maximum extent possible.**

- ☒ Communicate revised RFS process, including required campus steps, to deans, fiscal officers, etc. Use this opportunity to educate others about CFS's services and components and its relationship to the University offices responsible for facility planning.

Campus Planning Theme: Best Practices

Secondary Goals: Transparency; Value

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012

Actions taken for 2010-2011:

Assessed needs and planned process.

Evidence of Progress for 2010-2011:

New process is established and communicated.

Activities planned for 2011-2012:

Finalize form and work flow for promulgation.

- ☒ Enhance reporting for Campus Administration and Responsibility Centers

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Budget Office

Time Frame: 2010-11, 2011-12

Actions taken for 2010-2011:

Reviewed account structure for several academic units to allow for reporting for instructional costs versus administrative costs.

Evidence of Progress for 2010-2011:

More accurate reporting for participation in Delaware Study.

Activities planned for 2011-2012:

Determine criteria for reports that would enhance decision making for Campus Administration and Deans. Design and implement reports.

- ☒ Implement real time Project Management database.

Campus Planning Theme: Best Practices

Secondary Goals: Efficiency; Effectiveness of Processes; Value

Sub Unit: Tech Services

Time Frame: 2011-2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Project database created and tested. Projects are integrated into the project management tool. Stakeholders successfully track the project progress.

Activities planned for 2011-2012:

Implement project management tool and fully integrate all future FIAD Tech projects into the database. Creation of project-specific web portals allowing stakeholders to track project progress.

- ☑ Install metering to provide energy use per building data on website.

Campus Planning Theme: Best Practices

Secondary Goals: Environment

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012.

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Meters are operational and providing data so web site can be updated regularly.

Activities planned for 2011-2012:

Install steam meters in Cavanaugh Hall, Science Building, Science Engineering & Technology, Nursing School and Dental School. Install chilled water meter in Science and Science Engineering & Technology building.

- ☑ 3. People Develop and implement strategies for making IUPUI an employer of choice within the city, state, nation, and world with an engaged, competent, and diverse workforce.

- ☑ Build awareness of various cultures.

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals: Value; Partnership

Sub Unit: Human Resources Administration Work Life Balance

Time Frame: 2011-2012

Actions taken for 2010-2011:

Wrote section called "Becoming More World/Culture Wise" for each monthly Work/Life e-newsletter. Each month, the section included information about nationality heritage months, a tip for how to build your own personal cultural sensitivity and information about ethnic holidays and on- and off-campus events.

Evidence of Progress for 2010-2011:

Work/Life e-newsletter continued to offer section called, "Becoming More World/Culture Wise."

Activities planned for 2011-2012:

Section called "Becoming More World/Culture Wise" will continue to be included in each monthly Work/Life e-newsletter.

- ☑ Continue to assess, identify and implement outreach initiatives to achieve diversity of staff.

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals:

Sub Unit: Human Resources Administration--Employment

Time Frame: 2011-2012 and ongoing

Actions taken for 2010-2011:

Utilized CareerBuilder as a new advertising source and increased the number of diversity job fairs attended.

1. Posted all professional level positions on over 1,000 national job boards.
 2. Posted all professional level positions on approximately 100 unique diversity job boards.
 3. Increased the number of diversity job fairs attended from seven to ten with increased outreach to Black, Latino, and disabled populations.
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Evidence of Progress for 2010-2011:

Performance data for CareerBuilder shows 2,218 applications for 67 active professional level jobs January through September 2010-2011. Metrics, generated through a partnership with the Office of Equal Opportunity, reflects 59% female and 37% minority applications. As of the September performance report minority applications reflect a 2% increase compared to the 2009-10.

Activities planned for 2011-2012:

1. Continue participation in diversity job fairs.
2. Renew CareerBuilder as an advertising tool.

5. Continue to increase engagement of campus affinity councils to generate referral and outreach opportunities.

☒ Create a dynamic website for the Office of Sustainability.

Campus Planning Theme: Teaching and Learning

Secondary Goals: Value

Sub Unit: Sustainability, Office of

Time Frame: 2011-12

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

A live Office of Sustainability website

Activities planned for 2011-2012:

Collaborate with the Office of Communications and Marketing to create and build the website. Develop content for the website. Create social media applications to include in the website. Attend a UITS training session on the Cascade Server Web content Management System (WCMS).

☒ Develop a campus-wide Intergroup Dialogue program.

Campus Planning Theme: Campus Climate for Diversity, Collaboration

Secondary Goals: Partnerships

Sub Unit: Human Resources Administration Training and Organizational Development

Time Frame: 2011-2013

Actions taken for 2010-2011:

HRA partnered with the School of Liberal Arts to garner campus interest and support for a campus-wide Intergroup Dialogue (IGD) program. HRA facilitated the convening of meetings, a Workshop on IGD (facilitated by the University of Michigan Program on Intergroup Relations) and the formation of working groups to develop plans for an IGD program. The IGD that supports diversity and inclusion for staff, faculty and students through curricular, co-curricular, staff and faculty development, and community outreach efforts that incorporate IGD principles.

Evidence of Progress for 2010-2011:

The proposal for a campus-wide IGD program is submitted. Appropriate support is provided from campus administration. Pilots are implemented. A model for facilitating dialogues for staff and developing staff dialogue facilitators is developed.

Activities planned for 2011-2012:

HRA will continue to take a leadership role through its partnership with the School of Liberal Arts in convening constituents across campus for on-going planning efforts. Efforts for fall, 2011 are focused on developing a proposal regarding plans for a campus-wide IGD program to be submitted to campus administration. The intent of an initial proposal is to receive appropriate support from campus administration for facilitating various pilot programs. Efforts are also underway to develop pilot programs in various schools and departments for spring, 2012 and fall, 2012. This includes plans to develop a model for facilitating dialogues for staff and for developing staff to serve as IGD facilitators.

☒ Develop a campus-wide program/event on the topic of campus civility

Campus Planning Theme: Campus Climate for Diversity, Collaboration

Secondary Goals: Partnerships

Sub Unit: Human Resources Administration Training and Organizational Development

Time Frame: 2011-2012

Actions taken for 2010-2011:

HRA has partnered with the Office of Equal Opportunity (OEO) and the Equal Opportunity Council to encourage the reinstatement of the Statement on Civility. Through conversations with the Chancellor on this topic, he has supported the development of the appropriate campus-wide program or event focused on the topic of campus civility. The intent is to reengage the campus on dialogue about civility.

Evidence of Progress for 2010-2011:

The appropriate event, sponsored by the Chancellor, is organized and held in spring, 2012. A three-year plan for continued programming and dialogue is created and begun to be implemented. A statement of civility is reinstated.

Activities planned for 2011-2012:

HRA will continue to partner with the OEO, the Equal Opportunity Council, and the Chancellor on the development of the appropriate program or event focused on engendering campus-wide dialogue on the topic of campus civility. Planning is underway for fall, 2011 with the goal of organizing the appropriate program in spring, 2012. The goal is also to develop a three-year plan regarding related issues regarding campus civility so that there is sustained attention and dialogue on this issue rather than simply a one-time event.

☒ Develop a caring, connected, competent staff.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Campus Facility Services

Time Frame: On-going

Actions taken for 2010-2011:

Implemented system to assure all OSHA training occurs and is tracked through training database.

Evidence of Progress for 2010-2011:

Engaged, better trained employees.

Activities planned for 2011-2012:

Provide IU/Fiscal/HR policy training on biennial basis to current employees.

☒ Develop an Occupational Health Program for Animal Users

Campus Planning Theme: Best Practices

Secondary Goals: Environment

Sub Unit: Environmental Health & Safety

Time Frame: January 2011 and on-going

Actions taken for 2010-2011:

The committee representing departments on campus that will be affected by the program was developed and a draft plan has been completed.

Evidence of Progress for 2010-2011:

2010-11 Creation of Committee and development of draft plan.

2011-12 Start the design process for the computer-based program. Implementation for users scheduled for early 2012.

Activities planned for 2011-2012:

Approve the written program. Outline elements of the approval process. Design and start developing a computer-based program to collect data and manage all required information.

☒ Develop and implement strategies for making IUPUI Food Services an employer of choice. Concentrate on attracting, retaining, developing, engaging, and performance.

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals:

Sub Unit: Food Service

Time Frame: On-going

Actions taken for 2010-2011:

Experimented with different platforms for sourcing associates; Held first ever IUPUI Food Services job fair in the Campus Center; Worked with IUPUI HR to develop food service specific behavioral based interview questions; Implemented Service with Distinction (SwD); Created system with SwD to reward WOW customer service; Held new associate orientation infusing Compass Passport Training; Held all associate fall training; Implemented leadership associate meetings to engage top associates; completed annual performance reviews on all associates.

Evidence of Progress for 2010-2011:

Improved sales; improved SwD scores; improved customer satisfaction survey scores; improved client satisfaction scores; improved Catertrax survey scores; improved customer feedback.

Activities planned for 2011-2012:

Develop standard Operating Procedures for all points of service; Keep improving on actions taken from 10-11.

- ☒ Develop on-line training modules focused on relevant staff and management professional development topics.

Campus Planning Theme: Best Practices

Secondary Goals: Value

Sub Unit: Human Resources Administration Training and Organizational Development

Time Frame: 2011-2012

Actions taken for 2010-2011:

HRA Training and Organization Development has developed three on-line modules on the following topics: (1) on-boarding; (2) time and priority management, and (3) informal learning.

Evidence of Progress for 2010-2011:

The on-line module on workplace bullying is developed and available on-line. At least one additional module on a relevant staff or supervisory professional development topic is developed and available on-line.

Activities planned for 2011-2012:

HRA Training and Organization Development is developing a module on workplace bullying. HRA Training and Organization Development will identify one or two additional topics on which to develop appropriate on-line content.

- ☒ Empower staff and faculty to make effective personal decisions in selecting university offered benefits.

Campus Planning Theme: Teaching and Learning

Secondary Goals: Partnerships

Sub Unit: Human Resources Administration--Benefits

Time Frame: 2011-2012

Actions taken for 2010-2011:

Provided staff and faculty informational opportunities through various workshops, open enrollment sessions, satellite offices, and individual benefit consulting.

Evidence of Progress for 2010-2011:

Evidence of Progress for 2010-2011:

Progress will be shown through attendance data, vendor and participant evaluations.

Activities planned for 2011-2012:

Expand service offering through:

1. Open enrollment sessions for second shift employees
2. Informational sessions on new HDHP plan

Continue to offer benefit, retirement and healthy life education through:

1. Health and Benefits Fair
2. Pre-retirement education
3. Increase operational aspects of health fair through web site (partner with FIAD Technology)

- ☒ Enhance awareness of the many Jagperks that are available to IUPUI employees through their Campus Card Office

Campus Planning Theme: Collaboration

Secondary Goals: Value; Resources

Sub Unit: Campus Card Services

Time Frame: On-going

Actions taken for 2010-2011:

1. Recognized that many employees do not know of the many perks and benefits available to them
 2. Created partnerships with many departments to speak at their new employee orientations and department staff meetings
-

Evidence of Progress for 2010-2011:

1. Number of hits to our Jagperks website increases
 2. Number of employees participating in Jagtag Deduct increases
 3. Jagtag sales increase
-

Activities planned for 2011-2012:

1. Continue contacting departments about speaking at their staff meetings
2. Continue to attend all campus events to promote all of the benefits and uses of Jagtag

- ☒ Hiring of Key Personnel on FIAD Cabinet

Campus Planning Theme: Best Practices

Secondary Goals: Diversity

Sub Unit: Division of Finance and Administration

Time Frame: On-going

Actions taken for 2010-2011:

1. Chief of Staff/Assistant Vice Chancellor for Administration Search Committee completed successful search and hiring of new Chief of Staff/AVC Administration. New AVC started on October 3, 2011.
 2. Assistant Vice Chancellor for Auxiliary Services completed a successful search and hiring of the new AVC for Auxiliary Services. New AVC begins November 21, 2011
-

Evidence of Progress for 2010-2011:

Two new members of the Vice Chancellor for Administration's Cabinet began or will begin work before the end of 2011.

Activities planned for 2011-2012:

Create Search Committee for Assistant Vice Chancellor for Human Resources Administration

- ☒ Implement working Partnership with PETM, Campus Recreation & Athletics for sharing shared resources of the facility.
Campus Planning Theme: Teaching and Learning, Research, Scholarship and Creative Activity, Best Practices, Civic Engagement, Collaboration
Secondary Goals: Transparency; Environment; Resources; Partnerships
Sub Unit: Carroll Track & Soccer Stadium
Time Frame: On-going
-

Actions taken for 2010-2011:

Mainstream students into public instructional program to best utilize space & personnel. Sharing physical space to enhance student experience. Planning for student internships.

Evidence of Progress for 2010-2011:

Increased student, faculty/staff satisfaction. Increased revenue, increased programming and special events.

Activities planned for 2011-2012:

Expand space sharing to fitness centers including partnerships with campus Recreational Sports and Athletics. Execute student internship program, new programming on Carroll Stadium field to expand offerings for students, faculty/staff and Athletics department.

- ☒ Improve employee development at all levels by expanding opportunities from training resources.
Campus Planning Theme: Best Practices
Secondary Goals: Value
Sub Unit: Campus Facility Services
Time Frame: Complete by June 30, 2012
-

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Better supervision skills are demonstrated by those who complete the training

Activities planned for 2011-2012:

Implementing FOS+ training by 6/30/12. Expanding Covey training to new professional staff.

- ☒ Improve hiring practices and workplace environment to ensure opportunity for all.

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals:

Sub Unit: Campus Facility Services

Time Frame: On-going

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

More diverse work force.

Activities planned for 2011-2012:

All new CFS employees receive training through required new employee orientation on the following topics: a. Personal & Interpersonal Effectiveness (emphasis on importance of diversity in the workplace); b. HR Compliance Training with a focus on Affirmative Action and equal opportunity. All CFS employees involved in the interviewing process have received training through the Office of Equal Opportunity.

- ☒ Improve the climate for effective workplace communication and employee performance through improved management skills and employee communication.

Campus Planning Theme: Teaching and Learning

Secondary Goals: Partnerships

Sub Unit: Human Resources Administration--Employee Relations

Time Frame: 2011-2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

End of year data and quarterly reports will reflect the results of reaching the targeted campus groups. Additionally, an ongoing review of complaints and grievances will be done to determine if positive changes occur as a result of ongoing training.

Activities planned for 2011-2012:

1. Implement a targeted educational approach on management to employee communication and applicable policies and legal requirements for the workplace to:
 - Campus managers/supervisors
 - Campus staff
 - HR Liaisons
2. Sponsor lunch and learn sessions on new legal and policy developments.
3. Partner with Training and Organizational Development to maximize supervisory training through existing Fundamentals of Supervision.

- ☒ Integrate EHS training requirements into campus training system.

Campus Planning Theme: Collaboration

Secondary Goals: Environment

Sub Unit: Environmental Health & Safety

Time Frame: January 2012 and on-going

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Hiring of person(s) to identify training needs for each position. Implementation of the new training system in at least 2 units.

Activities planned for 2011-2012:

Collaborate with Human Resources to identify EHS training requirements based on employee job titles. Develop and integrate EHS training programs into the new training system.

- ☒ Make staff aware of Fulbright Award opportunities to build a comprehensive approach to campus internationalization.

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals: Partnerships

Sub Unit: Human Resources Administration-Work Life Balance

Time Frame: 2011-2012

Actions taken for 2010-2011:

Collaborated with the Office of International Affairs to offer a workshop designed to make staff aware of Fulbright award opportunities available to them.

Evidence of Progress for 2010-2011:

Workshop successfully completed.

Activities planned for 2011-2012:

Continue to collaborate with the Office of International Affairs to offer a workshop designed to make staff aware of Fulbright award opportunities available to them.

☒ Offer wellness-related and other "life" education opportunities in support of the IU health engagement initiative, as well as employee wellness, satisfaction, engagement, and retention.

Campus Planning Theme: Teaching and Learning

Secondary Goals: Partnerships; Resources; Value

Sub Unit: Human Resources Administration-Work Life Balance

Time Frame: 2011-2012

Actions taken for 2010-2011:

Offered, in collaboration with Intramural & Recreational Sports and the Student Wellness Coalition an ongoing, four-day-per-week, two-level lunch time yoga series. Organized a campuswide walking challenge. Did a monthly e-newsletter which included a section on wellness to keep people aware of current health research and health fairs on campus and in the community. Did a monthly e-news piece to our departmental INShape Indiana champions to share with their constituents. Held free sessions on a variety of life issues, such as healthier eating, understanding social security, and how to balance work and caregiving are likely topics. Aided a campus caregiver to set up a Caregiver Support Group. Promoted Weight Watchers at Work.

Evidence of Progress for 2010-2011:

More women use nursing mothers' facilities, wellness education newsletter is done, yoga continues to be offered, and free "Life" sessions successfully completed.

Activities planned for 2011-2012:

Offer, in collaboration with the Intramural & Recreational Sports and the Student Wellness Coalition an ongoing, four-day-per-week, two-level lunch time yoga series. Do a monthly e-newsletter which includes a section on wellness. Do a monthly e-news piece to our departmental INShape Indiana champions to share with their constituents. Offer free sessions on a variety of "life" issues. Do a walking challenge. Promote Weight Watchers at Work.

☑ Performance Management Process

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Financial Services, Office of

Time Frame: 2011-12

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Performance Management implemented in 2011-12.

Activities planned for 2011-2012:

Implement Performance Management for all staff.

☑ Performance Management Process

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Budget Office

Time Frame: 2011-12

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Performance Management implemented in 2011-12.

Activities planned for 2011-2012:

Implement Performance Management for all staff.

☑ Performance Management Process

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Bursar

Time Frame: 2011-12

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Performance Management implemented in 2011-12.

Activities planned for 2011-2012:

Implement Performance Management for all staff.

☑ Performance Management Process

Campus Planning Theme: Best Practices

Secondary Goals: Division of Finance and Administration

Sub Unit:

Time Frame: On-going

Actions taken for 2010-2011:

Performance Management documents were created for Finance and Administration cabinet members. Two documents have been reviewed by Vice Chancellor Dawn Rhodes and two cabinet members during one/one meeting sessions with them. Edits need to be completed on the two documents before document is considered final.

Evidence of Progress for 2010-2011:

Two members of the FIAD Cabinet now know their goals and expectations regarding Performance Management and can work one/one with Vice Chancellor Rhodes to accomplish the Division goals

Activities planned for 2011-2012:

Complete the remaining and new cabinet members Performance Management documents and schedule Vice Chancellor Rhodes to meet with these cabinet members to review and edit their documents

☑ Performance Management Process

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Tech Services

Time Frame: 2011-12

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Performance Management implemented in 2011-12.

Activities planned for 2011-2012:

Implement Performance Management for all staff.

☒ Professional Staff IT Security Certification Effort

Campus Planning Theme: Best Practices

Secondary Goals: Information Technology; Value

Sub Unit: Tech Services

Time Frame: 2011 and ongoing

Actions taken for 2010-2011:

Conducted team-building staff assessment based on the Certified Information Systems Security Professional's (CISSP) ten domains of study.

Evidence of Progress for 2010-2011:

Certifications earned previous fiscal year by staff (10-11): Compia IT Project+, Security+, and Green

Activities planned for 2011-2012:

Certification training of senior FIAD Tech staff in the CISSP Program.

☒ Provide job readiness expertise to Training Inc., Indianapolis, a workforce development organization as part of the campus goal of civic engagement and employment outreach for diversity of staff.

Campus Planning Theme: Civic Engagement

Secondary Goals: Partnership

Sub Unit: Human Resources Administration-Employment

Time Frame: 2011-2012

Actions taken for 2010-2011:

Provided resume reviews and feedback sessions for program participants.

Evidence of Progress for 2010-2011:

Established a relationship with a community partner that provides training to unemployed and under-employed individuals. Outreach efforts to trained graduates of the program can increase the pool of applicants for some biweekly and hourly positions.

Activities planned for 2011-2012:

An employment consultant will be registered and approved as a volunteer resource for job skill and employment based initiatives. The employment consultant will plan to participate in at least three employment related activities during the year. As appropriate, provide support to Training Inc. graduates as applicants to IUPUI positions.

☑ Service with Distinction

Campus Planning Theme: Best Practices

Secondary Goals: Value

Sub Unit: Division of Finance and Administration

Time Frame: On-going

Actions taken for 2010-2011:

1. Phase II Rollout which included:
 - Initial Leadership Meetings
 - Baseline External Survey
 - Baseline Internal Survey
 2. Units included in Phase II Rollout: CFS Building Services; CFS Call Center; CAPS; Adaptive Education Services; Dentistry; Card Services; PETM;OEO; Solution Center; Student Enrollment – Scholarship Office
-

Evidence of Progress for 2010-2011:

Units in Phase II are excited about the program and the training piece as they develop their own measurement of improvement.

Activities planned for 2011-2012:

Leadership Training began in August 2011 and Staff Training began in October 2011 and will be on-going for the above units through the rest of 2011 and into 2012. Begin Phase III roll-out.

- ☑ 4. Environment Ensure the safety of students, employees and visitors. Ensure that the facilities and grounds are well maintained and safe such that they add to the attraction and retention of students and employees. Be environmentally responsible.

☑ Complete utilities master plan with the UAO.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012

Actions taken for 2010-2011:

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Finalized utility master plan.

Activities planned for 2011-2012:

Continue to partner with UAO to develop master plan.

- ☑ Continue to conduct "Active Shooter" training in collaboration with campus units for students, faculty and staff.

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals: People

Sub Unit: Police

Time Frame: On-going

Actions taken for 2010-2011:

All Police Officers were trained with the Patrol Rifles. Trunk mounts were purchased for the vehicles. Numerous Active Shooter Programs were presented to students and staff. Officers have completed 123 hours of training involving shooting incidents and the use of force.

Evidence of Progress for 2010-2011:

Increased number of Active Shooter presentations given by our instructors to students, faculty and staff. Table-top exercise with an Active Shooter premise conducted by Emergency Management.

Activities planned for 2011-2012:

Continue training our personnel in Active Shooter response. Provide continued response training for student, faculty and staff.

- ☑ Continue to provide and develop Crime Prevention program for our students, faculty and staff.

Campus Planning Theme: Collaboration

Secondary Goals: Partnerships; People

Sub Unit: Police

Time Frame: On-going

Actions taken for 2010-2011:

Spring Break safety information was produced and disseminated to students in conjunction with Student Affairs and Crime Stoppers. Ten presentations were given to students (International and U.S.) on safety topics and active shooter

Crime Stoppers. Ten presentations were given to students (international and U.S.) on safety topics and active shooter response.

Evidence of Progress for 2010-2011:

Requests for safety information and Active Shooter/Response education have increased substantially.

Activities planned for 2011-2012:

Continue to provide the personal safety and Active Shooter information to our University Community. Develop new safety programs.

- ☒ Develop additional laboratory safety training for faculty, staff and students.

Campus Planning Theme: Teaching and Learning, Best Practices

Secondary Goals:

Sub Unit: Environmental Health & Safety

Time Frame: On-going

Actions taken for 2010-2011:

Developed online training for non-laboratory workers such as CFS personnel. Created exam to ensure staff understand key elements of training. Both the training and exam were placed on OnCourse.

Evidence of Progress for 2010-2011:

FY 10 – 11 Since online laboratory safety training has been offered over 650 faculty, staff and students have taken the training and passed the exam.

FY 11- 12 New training program developed and on OnCourse

Activities planned for 2011-2012:

Develop Air Reactives and Hydrogen Safety online training

- ☒ Develop, broadly share, and engage employees in key service measures to ensure quality control.

Campus Planning Theme: Best Practices

Secondary Goals: Environment

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Cost effective and efficient services provided to IUPUI.

Activities planned for 2011-2012:

Measures and format being finalized.

☒ Develop/Institute a Motorcycle (Pilot) Program on Campus

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration

Secondary Goals: People; Environment; Partnership

Sub Unit: Police

Time Frame: 2011-2013

Actions taken for 2010-2011:

Researched costs and training for the development of a Motorcycle Program on Campus (collaborated with IMPD)
Researched existing policies for motor programs and CALEA Standards.

Evidence of Progress for 2010-2011:

New goal

Activities planned for 2011-2012:

Develop a selection process clarify training regime. Develop policy for riders. Purchase motorcycles with grant funds from IIFC.

☒ Enhance the Escort service

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals: People; Environment

Sub Unit: Police

Time Frame: On-going

Actions taken for 2010-2011:

Developed plan to use cadets, part-time officers to operate the campus escort service.

Evidence of Progress for 2010-2011:

Received \$44 000 from student fees to operate the escort service. Secured a vehicle to transport those providing the

SAFE WALK service to the areas so they may provide the walking escort. (Collaborated with Camy and Bursar.)
Service is set to start January 2012.

Activities planned for 2011-2012:

Institute a schedule to operate the SAFE WALK Escort service.

- ☒ Evaluate the overall condition of campus underground storage tanks installed prior to 1990 which are currently in use. Work with Campus Facility Services to develop a strategy to replace tanks of concern.

Campus Planning Theme: Best Practices

Secondary Goals: Resources

Sub Unit: Environmental Health & Safety

Time Frame: July 1, 2011 and ongoing

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

The four critical action steps specified below to be completed during FY 2011 - 2012.

Activities planned for 2011-2012:

1. Secure the support of Campus Facility Services or other appropriate unit, to fund tank tightness testing for tanks located at the University Place Hotel, the Natatorium, The Education/Social Work Building and the Medical Research/Library Building.
2. Secure the services of a qualified contractor to perform tank tightness testing on the above tanks.
3. Work with Campus Facility Services to effectively address any tank or associated piping for which tank tightness testing indicates leakage could be of concern.
4. Work with Campus Facility Services or other appropriate unit to develop a retrofit plan for tanks at the University Place Hotel, the Natatorium and the Education/Social Work Buildings. Further evaluate whether retrofit would be appropriate for the Medical Research/Library Building.

- ☒ Implement new building R&R projects funded by student fees and develop methodology for future deferred maintenance program.

Campus Planning Theme:

Secondary Goals: Buildings, building repairs, renovation; Value; Resources

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Projects completed and blueprint for future planning is agreed upon.

Activities planned for 2011-2012:

Identified projects, submitted Request for Services. Adjusting priorities to ensure year end completion.

☒ Industrial Hygiene, Develop an Animal Allergen Exposure Program for Campus

Campus Planning Theme: Best Practices

Secondary Goals: Environment

Sub Unit: Environmental Health & Safety

Time Frame: July 1, 2010 and on-going

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

The committee developed and approved a written program. Training has been developed and awaiting implementation with the completion of the Occupational Health Program for Animal Users.

Activities planned for 2011-2012:

Develop a committee representing departments on campus that will be affected by the program. Develop a written program and assist departments in implementing the necessary engineering and administrative controls. The program will also initiate the development of an Animal Care and Use Occupational Health and Safety Program (OHS).

☒ Provide reliable infrastructure for utility services delivery to existing and new buildings.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Campus Facility Services

Time Frame: On-going

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

New buildings have service when required and current buildings have highly reliable service.

Activities planned for 2011-2012:

- Add SELB to chilled water contract.
- Review chilled water proposal for Neurosciences and negotiate terms for the addition of the building to the campus service contract. Do design and engineering for the upgrade of underground electrical service for circuit AE2 in order to benefit electrical reliability in Long Hall, Gatch Clinical, Nursing, Medical Science, Emerson, Medical Research & Library and Wilson Street Garage.

☒ Re-commission the following buildings to improve operational efficiency: Gatch Clinical, Long Hall, Daly Center.

Campus Planning Theme: Best Practices

Secondary Goals: Resources

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Improved operational efficiencies.

Activities planned for 2011-2012:

Staff and prioritize completion of these buildings.

☒ Relocate hazardous waste operations for IUPUI

Campus Planning Theme: Best Practices

Secondary Goals: Resources

Sub Unit: Environmental Health & Safety

Time Frame: July 1, 2010-2012

Actions taken for 2010-2011:

1. Due to cost considerations, efforts to relocate campus chemical waste operations to the Campus Service 4 (CS 4) facility were abandoned. Efforts to locate another appropriate location were initiated. Space at the 1200 Waterway Building was allocated to EHS for the Chemical Waste Management Program.
2. Transitioned campus hazardous waste operations from the Environmental Management Facility to two temporary locations on campus.
3. Secured regulatory interpretation from the Indiana Department of Environmental Management as to whether the 1200 Waterway Blvd facility would be considered as contiguous to the main campus avoiding the need for formal regulatory permitting of the facility.

4. Established and hired a full time employee to be dedicated towards the management of collected chemical wastes.
 5. Researched, designed and secured the services of an experienced contractor to construct and install a modular hazardous materials processing/storage unit within warehouse portion of the 1200 Waterway Building.
 6. Secured the appropriate University approvals to allow for the interior installation of the modular hazardous materials unit.
-

Evidence of Progress for 2010-2011:

Six critical action steps were completed during FY 10-11.

Final 6 steps will be completed during FY 2011 -2012

Activities planned for 2011-2012:

1. Initiate supplemental construction projects to meet safety, security, storage and other operational needs of the chemical waste program at 1200 Waterway Building.
2. Oversee installation of the modular facility and supplemental construction projects.
3. Develop and implement standard procedures appropriate for the safe operation of the facility.
4. Transition services from current interim locations on campus.
5. Initiate emergency preparedness efforts appropriate for the facility. Meet with building occupants, representatives of IUPUI Fire Protection Services, Indianapolis Fire Department, the Marion County Health Department and the City's wellfield protection program.
6. Refine operations to ensure ongoing compliance and safe operation of the facility.

☒ **Revise the IUPUI Chemical Hygiene Plan**

Campus Planning Theme: Best Practices

Secondary Goals: People

Sub Unit: Environmental Health and Safety

Time Frame: FY 2011-2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Plan will be revised and submitted to the IUPUI Laboratory Safety Committee for review and comment.

Activities planned for 2011-2012:

Revise the IUPUI Chemical Hygiene Plan to include updated information on laboratory safety practices in laboratories

☒ **Stay involved in sustainability efforts on campus and provide education about environmental responsibility and sustainability and related events**

Campus Planning Theme: Best Practices
Secondary Goals: Resources; Partnership
Sub Unit: Human Resources Administration--Work Life Balance
Time Frame: 2011-2012

Actions taken for 2010-2011:

Served on Sustainability – Public Health and Sustainability – Transportation subcommittees. Continued to add to IUPUI bicyclists listserv and did periodic newsletter to them. Did articles related to recycling, energy conservation, public transit, pre-tax commuter benefit and other environmental topics in Work/Life newsletters.

Evidence of Progress for 2010-2011:

Get Back on Your Bike program offered, environmental articles done for newsletter and better collaboration to build campus bicycling in evidence.

Activities planned for 2011-2012:

Offer a Get Back on Your Bike program. Collaborate with sustainability office and others to build bicycling program. Do articles related to recycling, energy conservation and other environmental topics in Work/Life newsletters. Promote Tox-Away Day and other events.

- ☑ Upgrade quality of existing parking facilities per engineering assessments and 10 year capital plan.

Campus Planning Theme: Best Practices
Secondary Goals: Buildings, building repairs, renovations; Resources
Sub Unit: Campus Facility Services
Time Frame: On-going

Actions taken for 2010-2011:

Completed upgrades to Wilson Street garage. Completed emergency structural repairs on exterior of Riley Outpatient Center Garage. Upgraded surface lots west of Barnhill and south of Michigan.

Evidence of Progress for 2010-2011:

Higher quality parking facilities.

Activities planned for 2011-2012:

Assess structural problems within Riley Outpatient garage and develop funding strategy with IU Health. Engage with master planner for North Indiana Ave. in order to determine lots for best investment of upgrade funds.

- ☑ 5 Resources Develop and implement strategies that result in maximization of financial resources for use at the IUPUI campus and within

⇒ **Resources** Develop and implement strategies that result in maximization of financial resources for use at the level of campus and within our division.

☑ **Benchmark peer Institutions to explore improved customer service and funding methodologies.**

Campus Planning Theme: Best Practices

Secondary Goals: Effectiveness of Processes

Sub Unit: Mail Services

Time Frame: On-going

Actions taken for 2010-2011:

Acquired unofficial analyses from many colleges and universities of the business structure and revenue generation processes.

Evidence of Progress for 2010-2011:

Completed research study for review by campus administration.

Activities planned for 2011-2012:

Acquire official data relative to other College / University business structures and revenue generating methodologies.

☑ **Build additional relationships through increased communications and negotiations with neighboring County departments resulting in turnkey mail services while enhancing bottom-line results.**

Campus Planning Theme:

Secondary Goals: Resources and Relationships; Effectiveness of Processes

Sub Unit: Mail Services

Time Frame: On-going

Actions taken for 2010-2011:

Continually building relationships with various external businesses, agencies and departments using the secured Marion County Contract and the service-success as a catalyst to securing additional business, further enhancing bottom-line results.

Evidence of Progress for 2010-2011:

Contract with Marion County Clerk's Office

Activities planned for 2011-2012:

Acquire additional business with City / County / External Administrations.

☑ **Centralized Endpoint Virtualization (CEV) Pilot**

Campus Planning Theme: Best Practices
Secondary Goals: Information Technology; Value
Sub Unit: Tech Services
Time Frame: 2011-2012, 2012-13

Actions taken for 2010-2011:

Representation on IU CEV Committee. Participated in vendor review and product features. Volunteered to act as early adopter organization.

Evidence of Progress for 2010-2011:

Continued testing of CEV in partnership with UITS. InfoShare is conducted and users identify for pilot program; pilot program initiated.

Activities planned for 2011-2012:

Conduct user InfoShare relative to CEV. Ask FIAD departments to identify users for the pilot program. Collaborate with UITS to develop pilot program. Initiate pilot program with regular user follow-up and feedback sessions. Consider CEV viability as a part of the FIAD Disaster Recovery and Business Continuity Plan.

- ☑ Create greater efficiency in payroll processing in support units.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: Financial Services, Office of
Time Frame: 2011-12

Actions taken for 2010-2011:

Have worked with several smaller units to centralize payroll processing for units at the campus level.

Evidence of Progress for 2010-2011:

Reduced number of payroll processor at the campus.

Activities planned for 2011-2012:

Continue to migrate smaller units into central payroll processing thus creating efficiencies as well as consistency in application of policies.

- ☑ Create Shared Service for central processing of administrative processes for administrative support units.

Campus Planning Theme: Best Practices
Secondary Goals:

Sub Unit: Budget Office
Time Frame: 2011-12

Actions taken for 2010-2011:

New goal for 2011-12

Evidence of Progress for 2010-2011:

More efficient processing of administrative activities with the campus support units.

Activities planned for 2011-2012:

Provide administrative services to administrative support units for HR, Payroll, Purchasing, etc. to maximize efficient use of resources and to promote consistency in application of policies.

☑ Develop and encourage campus to adopt campus energy policy.

Campus Planning Theme: Best Practices

Secondary Goals: Environment

Sub Unit: Campus Facility Services

Time Frame: June 30, 2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Energy policy is developed and communicated.

Activities planned for 2011-2012:

Develop campus energy policy and present to campus administration for adoption.

☑ Enhance campus sustainability.

Campus Planning Theme: Best Practices

Secondary Goals: Buildings, building repairs, and renovation; Environment

Sub Unit: Campus Facility Services

Time Frame: Approximately 1/3 of projects complete by June 30, 2012.

Actions taken for 2010-2011:

Coordinate implementation of Qualified Energy Savings Projects.

Evidence of Progress for 2010-2011:

Projects completed. Impact on energy consumption begins.

Activities planned for 2011-2012:

Contracts let by end of November, 2011.

- ☒ Enhance the current collections process to increase on-campus collections prior to referral to external agencies.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Bursar

Time Frame: 2011-12, 2012-13

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Higher ratio of past due collections by on-campus staff before accounts are referred to external agencies versus prior fiscal periods; lower collection costs in future periods.

Activities planned for 2011-2012:

Change collections cycle on campus to hold accounts longer for action by on-campus collections staff. Develop metrics for amount collected and accounts referred in old versus new collections cycle.

- ☒ Expand remote desktop assistance and remote computing capabilities and options.

Campus Planning Theme: Best Practices

Secondary Goals: Information Technology; Value; People

Sub Unit: Tech Services

Time Frame: 2009-2010, 2011-2012

Actions taken for 2010-2011:

Implemented GoToAssist to provide assistance remotely and securely to users working off-site resulting in increased efficiency and effectiveness of processes.

Researched alternatives to MS remote desktop protocol (RDP).

Evidence of Progress for 2010-2011:

GoToAssist successfully implemented and 99.9% adoption by user base. Infoshare conducted for GoToMyPC and it is successfully implemented and adopted by users. DRP/Business Continuity Plan are updated to include GoToAssist, GoToMyPC and GoToMeeting.

Activities planned for 2011-2012:

Implement Citrix-based GoToMyPc remote desktop computing providing additional functionality to users. Introduce GotoMeeting functionality to users promoting additional services. Integrate GoToAssist, GoToMyPC and GoToMeeting as a part of the FIAD Disaster Recovery Plan (DRP) and Business Continuity Plan.

- ☒ Implement "convenience fee" for IUPUC Bursar student account payments.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Bursar

Time Frame: 2010-11, 2011-12

Actions taken for 2010-2011:

Developed a detailed project plan; developed and implemented a communication plan to inform students, staff, faculty and IUPUC community about the change. Communications started Nov 2010 and continued through FY 2011.

Evidence of Progress for 2010-2011:

Convenience fee implemented for IUPUC student account payments on August 1, 2011.

Activities planned for 2011-2012:

Complete testing/cutover tasks per project plan (Jun-Jul 2011). Implement "convenience fee" in August 2011 and respond to associated inquiries.

- ☒ Increase resources for non-student accounts receivable collections at the campus.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Financial Services, Office of

Time Frame: 2011-12

Actions taken for 2010-2011:

New goal for 2011-12

Evidence of Progress for 2010-2011:

A lower amount of non-student accounts receivables at the campus in FY 2012-13.

Activities planned for 2011-2012:

Restructure duties to focus a position to pursue collections for non-student accounts receivables at the campus. This position will ensure more timely communication and pursuit of outstanding invoices resulting in a lower write-off of bad debts.

- ☒ Install bi-level occupancy sensor lighting in North Street garage as a pilot program.

Campus Planning Theme:

Secondary Goals: Building, building repairs, renovations; Environment

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012.

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

Lighting installed and evaluation of results conducted. Will consider this approach for other applications.

Activities planned for 2011-2012:

Project implemented and begin assessment of customer feedback.

- ☒ Reduce labor costs and increase efficiency of operations to address rising costs

Campus Planning Theme: Best Practices

Secondary Goals: Creative Activity; Value

Sub Unit: University Place

Time Frame: On-going

Actions taken for 2010-2011:

None

Evidence of Progress for 2010-2011:

Decrease budgeted outlet food and staffing cost 1.5%.

Activities planned for 2011-2012:

Discontinuation of evening hours of operation at Chancellors Restaurant; Expand the "Eat Local" concept to year round specials with menu items providing increased value and variety to customers with lower food cost/higher margins; developed Eat Local campaign including cookbook and specific promotions with the IUPUI Community Garden, Common Theme and Sustainability Committees.

- ☒ Resource Planning Committee: Food, Housing, and Classrooms - Develop 2-3 priorities for spending and develop a financial plan for it.

Campus Planning Theme: Best Practices

Secondary Goals: Transparency; Partnership

Sub Unit: Division of Finance and Administration

Time Frame: On-going

Actions taken for 2010-2011:

Classroom Space Analysis meeting scheduled for December 2011 with Academic Deans, Administration and CFS Representatives, and Joe Bilotta with JBA Incorporated

Evidence of Progress for 2010-2011:

New goal

Activities planned for 2011-2012:

To be announced based on outcomes of meeting

- ☒ Review parking rates for opportunities to enhance revenue by appropriately charging by "quality" of parking options.

Campus Planning Theme: Best Practices

Secondary Goals: Value

Sub Unit: Campus Facility Services

Time Frame: On-going

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

New rates established and communicated.

Activities planned for 2011-2012:

Review parking rates and propose options.

- ☒ To operate with efficiency in order to maximize the financial resources available to the Center for Young Children (parent fees) by combining best practices in education as well as effectiveness of processes.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: Center for Young Children

Time Frame: January 2012; and then ongoing

Actions taken for 2010-2011:

Infants and toddlers were added to the program which led to changes in how we promote children within the center. Children used to be promoted once a year, but we will now look at the ages of children in August, January, and May/June to see who would be eligible to move into the next classroom which will allow for greater movement for families on the waiting list.

Evidence of Progress for 2010-2011:

Monthly budget will be at breakeven level

Activities planned for 2011-2012:

Staffing changes will be researched and then put into place in order to improve efficiency; custodial services will be reviewed in order to see what changes can be made

- ▶ **6. Partnerships** Develop and maintain partnerships fundamental to the campus mission and advocate for campus priorities.

- ☒ Collaborate with the TCEM program and enhance the students' education by developing class projects with actual hands-on experience at University Place

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: University Place

Time Frame: Both fall and spring semesters

Actions taken for 2010-2011:

TCEM convention sales class researched for faculty association membership, follow through with the association website research and compile a list of association officers for University Place sales manager contact.

Evidence of Progress for 2010-2011:

Successful Super Bowl event with a written report on experience from the students.

Activities planned for 2011-2012:

Develop and implement an internship program for students for the 2012 Super Bowl to provide a hands on experience supporting a variety of services for the AFC team staying at University Place during the week of the Super Bowl

- ☒ Collaborate with Wishard officials and University administration in managing land swap outcomes so that University objectives can be realized; campus interests are protected.

Campus Planning Theme:

Secondary Goals: Buildings, building repairs, renovation; Health Sciences/Health Care; Resources

Sub Unit: Campus Facility Services

Time Frame: On-going until January 2014 when transaction is complete.

Actions taken for 2010-2011:

Assured Lockefield and other related facilities were ready for occupants to move from Union Building. Occupants successfully completed their moves into Lockefield by September 27, 2011.

Evidence of Progress for 2010-2011:

Successfully meet conditions of Wishard land swap and develop appropriate plans for displaced university functions.

Activities planned for 2011-2012:

Continue to negotiate the terms of the land swap with Wishard on behalf of the University. Review program for Physical Plant building functions and evaluate alternatives.

- ☒ Develop pilot program with School of Engineering and Technology related to utility costs within the building and ways that school can participate in the management of energy costs.

Campus Planning Theme: Best Practices

Secondary Goals: Environment

Sub Unit: Campus Facility Services

Time Frame: Complete by June 30, 2012

Actions taken for 2010-2011:

New goal

Evidence of Progress for 2010-2011:

School and CFS better understand energy usage and savings opportunities. The pilot is successful and is expanded to other schools/buildings.

Activities planned for 2011-2012:

Meet with School of Engineering/Technology to discuss current metering and available data.

- ☒ Finalize designation as Olympic Training site for USA Diving & US Synchro

Campus Planning Theme: Campus Climate for Diversity, Civic Engagement, Collaboration

Secondary Goals: People; Value

Sub Unit: Natatorium

Time Frame: Late 2011, early 2012 and then ongoing

Actions taken for 2010-2011:

Began process with USA Diving. Contract draft reviewed by University Counsel & USOC Counsel. Mid 2011 US Synchro joined USA Diving to use Natatorium as their national training center. Planning sessions now under way with both National Governing Bodies to create a business plan to present to USOC.

Evidence of Progress for 2010-2011:

Official Olympic site designation, with Olympic rings displayed in Natatorium and publications; positive national and international media exposure; increased potential for student, faculty, and staff recruitment; increased pool usage and sponsorship opportunities based on USOC endorsement.

Activities planned for 2011-2012:

Complete business plan, present to USOC and execute new contract with USOC.

- ☒ Improve connections for IUPUI constituents to the Community.

Campus Planning Theme: Civic Engagement

Secondary Goals: People

Sub Unit: Human Resources Administration-Work Life Balance

Time Frame: 2011-2012

Actions taken for 2010-2011:

Offered information about community volunteer opportunities in each monthly issue of the Work/Life e-newsletter.

Evidence of Progress for 2010-2011:

Information about community volunteer opportunities is offered in each monthly issue of the Work/Life e-newsletter.

Activities planned for 2011-2012:

Offer information about community volunteer opportunities in each monthly issue of the Work/Life e-newsletter.

☒ To continue to provide faculty support by providing high quality care for children of employees of Indiana University Purdue University Indianapolis while increasing our presence in the faculty recruitment process; To provide opportunities for research within the areas of graduate education in the various schools on campus

Campus Planning Theme: Collaboration

Secondary Goals: Resources

Sub Unit: Center for Young Children

Time Frame: On-going

Actions taken for 2010-2011:

Dental School initiated a study that involved CYC students resulting in a financial contribution. Child Psychiatry fellow observed at the CYC and has recommended the center as a site for future observations. The School of Education, the School of Music, the School of Nursing, and the Occupational Therapy/Physical Therapy program have participated in creative activity with our children.

Evidence of Progress for 2010-2011:

Increased percentage of affiliated families; economic development increased because of the CYC's engagement with various universities programs and schools.

Activities planned for 2011-2012:

Meetings will be planned with the heads of departments of the various programs and schools we collaborate with to discuss their potential involvement in the economic development of the center.

Fiscal Health

Reallocation Plan

Other Question(s)

1. What initiatives have you undertaken, or have planned, to improve retention and graduation rates?
2. What are the priorities that shape your decisions about initiatives you will undertake and maintain?
3. How is the move to centralized services affecting your operations? How are you dealing with these effects?
4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?
 - a. Who is the intended audience for each?
 - b. What do you hope to accomplish with this strategy with this audience?
 - c. How much are you planning to spend for each strategy?
 - d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.