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.

Continue expansion of Jagtag program by adding 20 additional vendors, both on campus connections and around campus & department connections.
Campus Planning Theme: Best Practices
Secondary Goals: Resources
Sub Unit: Card Services
Time Frame: On-going

Actions taken for 2008-2009:

17 vendors signed up to accept Jagtag for payment

Evidence of Progress for 2008-2009:

Vendors are successfully accepting Jagtag

Activities planned for 2009-2010:

Continue targeting areas on campus, around campus & downtown who do not currently accept Jagtag

Create a VA processing Team to support processing for the Post 9/11 GI Bill.

Campus Planning Theme: Best Practices
Secondary Goals: Partnerships
Sub Unit: Student Account Services
Time Frame: FY 2009

Actions taken for 2008-2009:

Identify resources and communicate plan for an organization structure change to support the creation of a Veterans Affairs Processing Team within the existing OSAS staff resources. This team will be primarily responsible for the knowledge of policies and procedures for processing the Post 9/11 GI Bill (Chapter 33) payments.

Evidence of Progress for 2008-2009:

Efficient, accurate and timely processing of Chapter 33 and Yellow Ribbon payments.

Activities planned for 2009-2010:

Implement the plan; create and provide training to the OSAS VA Team

Define service levels in a declining resource environment

Campus Planning Theme: Best Practices, Collaboration
Secondary Goals: Transparency, Environment, Resources, Partnerships
Sub Unit: Campus Facility Services
Time Frame: On going
Actions taken for 2008-2009:

New goal.

Evidence of Progress for 2008-2009:

Services to campus, within budgetary parameters, will be maximized.

Activities planned for 2009-2010:

Reduce service levels to cut budget by more than $1 million and communicate with campus constituencies.

☑ Expand Food Service Operation across campus

Campus Planning Theme: Best Practices, Campus Climate for Diversity
Secondary Goals: Partnerships, Resources
Sub Unit: Division of Finance and Administration
Time Frame: FY 2009 - FY 2013

Actions taken for 2008-2009:

1. Developed and built out Caribou Coffee Café in Walther Research Building.
2. Totally re-imaged Law School café with expanded menu selections and equipment/facilities upgrades.

Evidence of Progress for 2008-2009:

1. Possible expansions go beyond discussions and into actual planning (menu, equipment, staffing, etc.) with the school or building administration and UAO.
2. Operations are opened.

Activities planned for 2009-2010:

Explore opportunities for outlet expansion in underserved buildings with student and staff populations to support a food operation (such as IT, SL/LD, Multicultural Center).

☑ Faster service with complete accuracy

Campus Planning Theme: Best Practices
Secondary Goals: People, resources
Sub Unit: Bookstore
Time Frame: ongoing

Actions taken for 2008-2009:
Evidence of Progress for 2008-2009:

1. Wait for payment under 5 minutes
2. Customer feedback regarding in-store assistance
3. Rating scores

Activities planned for 2009-2010:

- Enhance employee training, reduce wait times at the registers and provide immediate assistance to customers looking for textbooks during rush.
- Increase customer services rating from 94% to 100%.

☑️ Implement a four-payment plan.

**Campus Planning Theme:** Best Practices  
**Secondary Goals:** Partnerships  
**Sub Unit:** Student Account Services  
**Time Frame:** FY 2009, FY 2010

Actions taken for 2008-2009:

Investigated third-party payment management vendors. Completed the prototyping and testing of an in-house four-payment plan.

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Evidence of Progress for 2008-2009:

Payment plan is implemented in August 2009 for Fall 2009 term

Activities planned for 2009-2010:

Compare third-party vendor services vs the in-house option; Decide which option is most efficient and provides best service to customers; implement the four-payment option in Fall 2009 term.

☑️ Implement an internet-based "fee estimator" functionality.

**Campus Planning Theme:** Best Practices  
**Secondary Goals:** Partnerships  
**Sub Unit:** Student Account Services  
**Time Frame:** FY 2009, FY 2010

Actions taken for 2008-2009:

Developed an internet-based functionality to assist students, parents, and faculty in estimating the fees associated with...
Evidence of Progress for 2008-2009:

“Fee Estimator” functionality is implemented in August 2009 for Fall 2009 term.

Activities planned for 2009-2010:

Complete testing and customer evaluation; implement fee estimator facility before Fall 2009 term.

Implement Microsoft Office SharePoint Server 2010. Integrate a suite of server capabilities that can help by providing comprehensive content management and enterprise search and accelerating shared business processes.

Campus Planning Theme: Best Practices
Secondary Goals: Resources
Sub Unit: Tech Services
Time Frame: 2009-10

Actions taken for 2008-2009:

Preparing infrastructure (deploying servers). Have piloted earlier versions of SharePoint for targeted processes.

Evidence of Progress for 2008-2009:

Hardware is in place

Activities planned for 2009-2010:

Install, introduce, facilitate training, and promote use of the tools.

Promote a remote service utility. Offer a utility to our users that provides remote services where and when possible. The utility allows more efficient and timely tech services to complement in-person services. The process reduces response and travel time typically associated with in-person support, and provides a mechanism for tech service delivery in times of emergencies, and others processing obstacles. Includes a satisfaction survey component.

Campus Planning Theme: Best Practices
Secondary Goals: Resources
Sub Unit: Tech Services
Time Frame: 2009 and on-going

Actions taken for 2008-2009:
Evidence of Progress for 2008-2009:

First quarter pilot has been completed and have moved to full production use.

Activities planned for 2009-2010:

Install, launch, and learn the utility in a pilot setting during the first quarter of 2009-10. Follow with a full production setting in the second quarter.

Measure user satisfaction ratings, and consider broader applications for our division.

☑ Provide customers with more choices using technology
  
  **Campus Planning Theme:** Best Practices  
  **Secondary Goals:** transparency, resources  
  **Sub Unit:** Bookstore  
  **Time Frame:** ongoing

Actions taken for 2008-2009:

- offered more than 100 digital textbook titles allowing students a choice in format

Evidence of Progress for 2008-2009:

- increase in number of web based orders

Activities planned for 2009-2010:

- continue to encourage on-line textbook ordering which will help alleviate long lines during rush

☑ Respond to customer feedback regarding service and product
  
  **Campus Planning Theme:** Best Practices  
  **Secondary Goals:** People, Partnerships  
  **Sub Unit:** IUPUI Food Service  
  **Time Frame:** 2009-ongoing

Actions taken for 2008-2009:

1. Enhanced employee training for both kitchen (prep) and line employees to insure product knowledge and service standards are maintained
2. Replace Coyote Jacks with in-house concept Spotz Grille in order to expand menu based on the season and
3. Scheduled monthly meetings for the student and faculty/staff focus groups

Evidence of Progress for 2008-2009:

1. Customer feedback and sales increases
2. Attendance at focus groups

Activities planned for 2009-2010:

1. Develop "eat local" promotions
2. Re-image the Law School with new menu and facility upgrades
3. Continue with monthly focus group

☑ Strengthening parent participation is a continual goal. This year we plan to place a greater emphasis on our open door policy. To continue to build the rent/administration relationship that has been tentative at times in the past.

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration
Secondary Goals: People, Partnerships
Sub Unit: Center for Young Children
Time Frame: October 2009

Actions taken for 2008-2009:

Maintain open communication with families and administration.

Evidence of Progress for 2008-2009:

Increased positive communication between parents and administrators.

Activities planned for 2009-2010:

Continue to be visible and available for families.

☑ Will be navigating a great deal of change and transition through the 2009-10 year. A change in leadership will prove to strengthen our bonds among the Center staff. This change will also allow us to build our collaborative efforts with different Schools on Campus. The school of Education is one whose relationship specifically will be re-built. This is already in progress as we are collaborating with students and professors in providing them the contacts and locations to conduct their service learning components of their class requirements.

Campus Planning Theme: Teaching and Learning, Best Practices, Collaboration
Secondary Goals: Partnership
Sub Unit: Center for Young Children
Time Frame: September 2009
Actions taken for 2008-2009:

Worked with the School of Education and the School of Medicine to incorporate their students into our program.

Evidence of Progress for 2008-2009:

A greater number of students and faculty utilizing the Center as an excellent source of research and information.

Activities planned for 2009-2010:

Continue to contact other departments on campus to work collaboratively together.

☐ Work with the Vice Chancellor of Student Life and University Administration to bring more student housing to campus

Campus Planning Theme: Best Practices, Campus Climate for Diversity
Secondary Goals: Partnerships, Resources
Sub Unit: Division of Finance and Administration
Time Frame: FY 2009 - FY 2013

Actions taken for 2008-2009:

1. Several meetings with University Administration
2. Created and reviewed several Housing Proforma’s
3. Education Advisory Board conducted a survey for best practices of recent housing projects nationally
4. Talked with several higher education finance colleagues to understand what they have done on their campuses
5. Housing Market Study completed

Evidence of Progress for 2008-2009:

1. Discuss recent housing transactions with Arizona State University
2. Continue discussion with Vice Chancellor for Student Life and University Administration
3. Identify the barriers to the project and discuss options for removing those barriers

Activities planned for 2009-2010:

Little progress as of Fall 2009

☐ 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.

☐ Conduct day-long OSAS InfoShare event.

Campus Planning Theme:
Secondary Goals: Partnership, Value
Sub Unit: Student Account Services
Time Frame: FY 2009 - FY 2013
Time Frame: FY 2009, FY 2010

Actions taken for 2008-2009:

Identified topics for presentations; topics include OSAS Student Business Cycle, Fee Assessment, OneStart Student View and Service Indicators. Create an OnCourse site to share documents and track participants.

Evidence of Progress for 2008-2009:

Event successfully conducted with attendees from various departments on campus. Feedback from attendees is positive.

Activities planned for 2009-2010:

Distribute invitations to event; update OnCourse site; conduct InfoShare event.

☑ Continue to share financial and administrative information accurately and timely including providing historical detail of various activities

Campus Planning Theme: Best Practices

Secondary Goals: People

Sub Unit: Division of Finance and Administration

Time Frame: On-going

Actions taken for 2008-2009:

1. Communicated University level budgetary guidelines during a period where the rules were constantly evolving
2. Presentation on the calculation of the assessment process.
3. Cross campus representation on Fee Simplification Committee

Evidence of Progress for 2008-2009:

1. Increased number of presentations given across a wide range of topics to diverse campus populations.
2. Comments of thanks for transparency and willingness to discuss topics

Activities planned for 2009-2010:

1. Share historical distribution from the Chancellor’s Reallocation Fund.
2. Share historical activity in the Executive Management Account
3. Educate units on RR funds; amount, distribution, and process.
4. Develop a process in conjunction with University Architects office for requesting services to renovate or build facilities.
5. Continue to share information at Deans’ Meetings, Faculty Council Meetings, Budgetary Affairs Committee Meetings, Campus Planning Committee Meetings, and Staff Council Meetings.
Develop Budget Office web site

**Campus Planning Theme:** Best Practices  
**Secondary Goals:** Value, Resources  
**Sub Unit:** Budget Office  
**Time Frame:** FY 2010

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**Actions taken for 2008-2009:**

The shell for the web site has been developed.

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**Evidence of Progress for 2008-2009:**

New goal, shell for website has been developed.

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**Activities planned for 2009-2010:**

Will finalize content and publish web site.

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Implement TIME for biweekly and hourly staff at IUPUI

**Campus Planning Theme:** Best Practices  
**Secondary Goals:** Resources  
**Sub Unit:** Payroll  
**Time Frame:** FY 2009 - 2010

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**Actions taken for 2008-2009:**

Implemented electronic TIME system for all hourly and biweekly staff

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**Evidence of Progress for 2008-2009:**

TIME has been implemented 100% for the campus.

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**Activities planned for 2009-2010:**

Implement electronic TIME system for PAO employees. Continued communication and training

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Partner with the University Architects Office to develop and implement a clearly articulated campus level and university level process for facilities renovations and capital project requests

**Campus Planning Theme:**  
**Secondary Goals:** Environment, Partnership, Value  
**Sub Unit:**  
**Time Frame:** FY 2009 - 2010
Actions taken for 2008-2009:

Campus Facility Services and Finance partnered to identify weaknesses in the current process and desired outcomes.

Evidence of Progress for 2008-2009:

A draft document was created for the campus level process.

Activities planned for 2009-2010:

1. Restructured the Facilities Planning Committee to allow for internal discussion of campus level facilities/infrastructure projects
2. Develop a new campus level process
3. Develop a new university level process
4. Vet with the campus community
5. Roll out of new processes

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.

Develop a caring, connected, competent staff

Campus Planning Theme: Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals: Value, Transparency, Partnerships, Environment, Resources
Sub Unit: Campus Facility Services
Time Frame: On going

Actions taken for 2008-2009:

Training needs assessment completed, New Employee Orientation re-worked. Parking and former CFS

Evidence of Progress for 2008-2009:

Engaged, better trained employees hired and retained

Activities planned for 2009-2010:

Develop strategic training plan, enhance employee engagement and improve recruiting practices.

Implement performance management process

Campus Planning Theme: Best Practices
Secondary Goals: Transparency
Sub Unit: Human Resources
Time Frame: 2008-2010
Actions taken for 2008-2009:

Detailed online resources have been published on the HRA Web site, complete with templates and guidelines for a thorough performance management process.

Evidence of Progress for 2008-2009:

Increased numbers of performance appraisals conducted; higher levels of satisfaction with the process, as reflected in the Staff Survey.

Activities planned for 2009-2010:

Refine and streamline the performance management process to increase the usability and ensure it is even more meaningful to supervisors and employees.

☑ Improve Customer Service Delivery on Campus
   Campus Planning Theme: Best Practices
   Secondary Goals: Value
   Sub Unit: Human Resources
   Time Frame: 2008-2010

Actions taken for 2008-2009:

Work on this important initiative involved research and consultation during 2009. An enriched partnership with FLIK has led to program planning, including multiple focus group sessions to ensure key customer service concepts are addressed.

Evidence of Progress for 2008-2009:

Careful assessment will occur to evaluate the effectiveness of the new training. Progress will be evident as customer satisfaction levels increase.

Activities planned for 2009-2010:

Finance and Administration will pilot a new approach to customer service training sessions in the fall of 2009 and offer more extensively to campus units in 2010.

☑ Work with campus units and Office of Equal Opportunity to ensure under represented populations are included in candidate pools.

Campus Planning Theme:
Secondary Goals: Partnerships
Sub Unit:
Time Frame:
Actions taken for 2008-2009:
Assess the current candidate screening process utilized on campus and review for opportunities to increase the pool of candidates from under-represented populations.

Evidence of Progress for 2008-2009:
A review of applicant data should reveal an increase in candidate pools with under-represented populations.

Activities planned for 2009-2010:
Initiate close collaboration with the Office of Equal Opportunity to revise our recruitment and screening processes for staff positions. Consult with campus units on a more inclusive approach to recruitment when openings occur.

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.

Conduct tabletop emergency preparedness exercise including preparatory training seminars leading to a full scale emergency exercise

Campus Planning Theme: Best Practices
Secondary Goals: Partnerships, People
Sub Unit: Police
Time Frame: On-going

Actions taken for 2008-2009:
Developed and issued RFP for exercises as a part of the EMHE grant

Evidence of Progress for 2008-2009:
RFP documentation and final decision in process

Activities planned for 2009-2010:
Execute the exercise contract with vendor for development and implementation of exercise program, develop training and conduct seminars and tabletop exercises leading to full scale exercise, continue planning process and coordinate logistics for full scale exercise

Continue improvement processes in training for all IUPUI Police staff
Campus Planning Theme: Best Practices
Secondary Goals: People
Sub Unit: Police
Time Frame: On-going
Actions taken for 2008-2009:

Integrating front line instructors in identification of subject matter and development of training. Evaluate training for front line staff to facilitate professional growth and development for officers and department.

Evidence of Progress for 2008-2009:

Increased diversity of subject matter, increased number of instructors, increased number of training hours overall.

Activities planned for 2009-2010:

Continued increase of certified instructor student contact hours within the department, the campus, and the community

☑ Continued Facility Renovation in the face of financial challenges.

**Campus Planning Theme:** Best Practices  
**Secondary Goals:** People, Partnerships, Resources  
**Sub Unit:** Natatorium  
**Time Frame:** Ongoing

Actions taken for 2008-2009:

Installed new Ultraviolet Pool System. This system disinfects and treats the pool water, to create a safer and healthier environment for pool users.

Evidence of Progress for 2008-2009:

All proceeds from the 2008 Megazone Swimming Championships were donated to the Natatorium and those funds—over $105,000—were used to install the UV system.

Activities planned for 2009-2010:

Repair moveable floor in Natatorium

☑ Develop Crime Prevention training in conjunction with Crime Stoppers of Central Indiana and partner with them to develop model campus crime

**Campus Planning Theme:** Collaboration  
**Secondary Goals:** Partnerships, People  
**Sub Unit:** Police  
**Time Frame:** On-going

Actions taken for 2008-2009:
New goal

Evidence of Progress for 2008-2009:

New goal

Activities planned for 2009-2010:

Conduct planning sessions with Crime Stoppers Unit. Develop IUPUI Specific Crime Stoppers webpage, develop internship program in conjunction with SPEA and Crime Stoppers, redesign safety and security training with Crime Stoppers material and branding.

☑ Establish internships through the Greening IUPUI Grant that will establish baselines for the campus in various areas and recommend changes in practices to move IUPUI towards a more sustainable campus

**Campus Planning Theme:** Collaboration  
**Secondary Goals:** Partnerships  
**Sub Unit:** Environmental Health & Safety  
**Time Frame:** 2009-10 and On-going

Actions taken for 2008-2009:

Hired one intern for Summer 2009

Evidence of Progress for 2008-2009:

Hired five interns for Fall 2009 that are working in the following areas: transportation, energy, food, marketing and communications, and air, land, water. The intern projects consist of: Develop a Greenhouse Gas Inventory protocol for IUPUI; Identify marketing and communication opportunities for advancing sustainability efforts on campus by working in conjunction with the Sustainability Steering Committee and the sub-committees. Focus on existing and new avenues to educate and document campus-wide efforts to make IUPUI more sustainable; Review IUPUI’s food and beverage vendor services; Determine IUPUI’s current energy usage stream from input to output; Work with the Transportation sub-committee and IUPUI Transportation and Parking Services division to determine existing sustainability challenges.

Activities planned for 2009-2010:

Develop internship job postings and post them through the various campus outlets

☑ Industrial Hygiene, make all EHS training available on OnCourse

**Campus Planning Theme:** Best Practices  
**Secondary Goals:** Value  
**Sub Unit:** Environmental Health & Safety  
**Time Frame:** 2009-2010 and on-going
Actions taken for 2008-2009:

New goal

Evidence of Progress for 2008-2009:

New goal, not applicable yet

Activities planned for 2009-2010:

1. Develop new Lead, Housekeeping slips/trips/falls, and Occupational Safety Management Programs
2. Develop training presentations and reference materials for OnCourse (PPE Training, PAPR Training, Mold Awareness, Lockout/Tagout, and Back Safety)
3. Review current programs and update as necessary.
4. Initiate a program to identify anesthetic gas use on campus.
5. Update NEO book and training program.
6. Continue to develop and conduct hazard assessments for Personal Protective Equipment (PPE) for various departments on campus.

Lab Safety. Centralize emergency contact information and work with IU Notify staff to develop a seamless program to access laboratory information during an emergency response.

Campus Planning Theme: Best Practices
Secondary Goals: Resources
Sub Unit: Environmental Health & Safety
Time Frame: 2009-2010

Actions taken for 2008-2009:

New goal

Evidence of Progress for 2008-2009:

New goal, not applicable yet.

Activities planned for 2009-2010:

1. Identify chemical hazards in laboratories. EHS staff will identify flammables, acids, bases and oxidizers to help educate the staff on chemical segregation. EHS staff will also label those chemicals that require reporting with a label that clearly identifies the chemical as reportable to EHS.
2. Continue the expanded laboratory inspection process. The current lab inspection process will be expanded to include annual inventory of the reportable chemicals and the identification of chemical hazard classes. EHS staff will assist the laboratory in correcting violations during the inspection process. The inspection process will consist of
a scheduled annual inspection of all laboratories as well as an unannounced repeat inspection of laboratories that receive poor grades or a repeat inspection of a random selection of laboratories using reportable chemicals.

3. Develop additional on-line training. The additional manpower will enable us to develop more online training, particularly for new faculty members. An annual laboratory safety refresher course and training for facilities personnel will be developed.

4. Write, edit and publish the quarterly Lab Notes laboratory safety newsletter.

5. Provide lab inspections for all laboratories on campus and perform follow-up for the labs with the most safety violations. Although our new inspection process will involve scheduled inspections we will continue to perform unannounced follow-up inspections on all laboratories that we deem necessary.

6. Complete fume hood certification for all locations on campus.

7. Inspect and flush all emergency showers on campus.

8. Make additional lab safety information available on the departmental website.

9. Collaborate with the Biosafety Manager to develop a barcode system for each laboratory.

10. This barcode system will be attached to signage and enable rapid retrieval of laboratory information utilizing the new laboratory computer notebooks.


☑️ Long term approach to Parking and Transportation Services for IUPUI Campus

**Campus Planning Theme:** Best Practices, Collaboration

**Secondary Goals:** Value, People, Partnerships

**Sub Unit:** Campus Facility Services

**Time Frame:** On going - To be completed in 2013

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**Actions taken for 2008-2009:**

Coordinated with Master Planners to site new garage, designed garage, began assessment of space loss associated with new garage and Wishard land swap.

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**Evidence of Progress for 2008-2009:**

Parking inventory and access to inventory satisfies customer demands.

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**Activities planned for 2009-2010:**

Devise plan to deal with the lost spaces associated with Wishard transaction and the construction of the garage. Evaluate transportation needs and options with Wishard and Clarian.

☑️ Prepare "Active Shooter" training in conjunction with campus units for students, faculty and staff.

**Campus Planning Theme:** Best Practices

**Secondary Goals:** People

**Sub Unit:** Police

**Time Frame:** On-going

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**Actions taken for 2008-2009:**

Evidence of Progress for 2008-2009:

Products purchased

Activities planned for 2009-2010:

Coordinated active shooter training with Ivy Tech for university law enforcement and security personnel culminating in a series of live drills, run 1st pilot of session for faculty and staff for small audience; based upon input about pilot develop goals and complete companion documentation and finalize training package.

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

☑ Develop and implement a financial plan that generates positive financial performance. (Mail Services)

Campus Planning Theme: Best Practices
Secondary Goals: Value
Sub Unit: Mail Services
Time Frame:

Actions taken for 2008-2009:

1. When new buildings are constructed, within the design process, space for a mail room will be included, so that a centralized drop off and pick up of mail can occur.
2. Mail staff will fulfill dual roles of sorting and delivery on a daily basis.
3. Customer service training for staff was completed.
4. Costs (staffing levels and direct costs) are monitored on a monthly basis.
5. Continue to work with School of Medicine to ensure IUPUI mail is sorted thru IUPUI system, not Clarian.

Evidence of Progress for 2008-2009:

1. Submission of Clarian Mail Metering Contract and approval.
2. Completion of Postmasters audit, ensuring proper revenue distribution to Campus.
3. New construction and buildings coming online, have a centralized mail room in place.

Activities planned for 2009-2010:

1. Continue to work with School of Medicine to ensure IUPUI mail is sorted thru IUPUI system, not Clarian.
2. Work with Clarian to achieve an integrated Mail Solution for all of IUPUI’s campus.
3. Perform a review/audit of Postmasters monthly activity and related commission dollars paid to campus.
4. Enhance current website to give customer information on departmental pick up and drop off’s information.
Develop and implement a financial plan that generates positive financial performance. (IUPUI Food Service)

**Campus Planning Theme:** Best Practices
**Secondary Goals:** Value
**Sub Unit:** IUPUI Food Service
**Time Frame:** July 2009 - June 2014

Actions taken for 2008-2009:

1. Implemented a staff labor system to improve control and analysis of actual staffing requirements.
2. Partnered with University Place to reduce linen expense and outside labor.
3. Developed and opened the in-house concept of Spotz Grille to gain control over menu and pricing.
4. Enhanced customer communication through student and staff/faculty focus groups, web based surveys, comment cards, email blasts, Facebook, Twitter and Myspace.
5. Continued cross training initiatives with all Chartwells associates to reduce overtime.

Evidence of Progress for 2008-2009:

1. Budgeted product and labor costs are met each month
2. Sales increases experienced YTD and same month compared to last year.
3. Profit returned to the university exceeds budget for FY10.

Activities planned for 2009-2010:

1. Implement specific cost control procedures and programs to include the “checkbook” purchasing control system.
2. Perform a price cost analysis of all items offered – retail and catering – to verify products are priced correctly to achieve budgeted product costs.
3. Implement preventative maintenance program for mechanical and food service equipment.
4. Develop a specific marketing program to increase catering from non-university groups.
5. Develop new products/menus based on feedback received in surveys and focus groups.

Develop and implement a financial plan that generates positive financial performance. (University Place Food Service)

**Campus Planning Theme:** Best Practices
**Secondary Goals:** Value
**Sub Unit:** University Place Food Service
**Time Frame:** July 2009 - June 2014

Actions taken for 2008-2009:

1. Renovation of old food court area to provide space for exhibits, large social events and meetings.
2. Expanded Our Den to accommodate family dining.
3. Opened Artisans Boutique and Coffee.
4. Introduced “checkbook” expense control system to the food and beverage departments.

Evidence of Progress for 2008-2009:
1. Sales goals are met or exceeded.
2. Product and labor costs are at budget or below.
3. Budget profit margins are met or exceeded.

Activities planned for 2009-2010:

1. Develop creative menus and marketing programs for both Chancellors and Our Den to increase lunch and dinner sales.
2. Upgrade break stations with menus to lower food and labor costs.
3. Add sales associates to concentrate specifically on the life sciences market and expand the association market.
4. Implement declining balance worksheet to achieve budgeted (or lower) food and beverage costs.

☑ Increase department's access to and use of electronic payroll adjustment vouchers

***Campus Planning Theme:*** Best Practices

***Secondary Goals:*** Resources

***Sub Unit:*** Payroll

***Time Frame:*** FY 2009 - 2010

Actions taken for 2008-2009:

Created work plan to eliminate paper payroll adjustment vouchers and scheduled special training for targeted audiences.

Evidence of Progress for 2008-2009:

Eighty percent of departments are using the electronic process.

Activities planned for 2009-2010:

Continue to reach departments not utilizing the electronic process.

☑ Review of purchase spend to identify best pricing opportunities.

***Campus Planning Theme:*** Best Practices

***Secondary Goals:*** Transparency, Value

***Sub Unit:***

***Time Frame:*** FY 2010

Actions taken for 2008-2009:

IUPUI has contracted with an external vendor to participate in study that reviews the items purchased against higher education institution averages.

Evidence of Progress for 2008-2009:
Work is underway with the project. We expect to see an initial report in late Fall 2009.

Activities planned for 2009-2010:

To analyze and act upon opportunities identified

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

Closing alignment with IUPUI - Bookstore

Campus Planning Theme:
Secondary Goals: Value, people
Sub Unit: Bookstore
Time Frame: ongoing

Actions taken for 2008-2009:

1. Expanded store merchandise with the IUPUI logo
2. Sponsored or partnered in over 35 events included auth or signings, campus outreach events, athletic events as well as school related activities

Evidence of Progress for 2008-2009:

1. Inventory and sales figures
2. Actual number of programs and events participated in

Activities planned for 2009-2010:

1. Continue expansion of IUPUI logo merchandise
2. Where possible, partner with the campus to promote the Common Theme Project on Sustainability
3. Continue to sponsor or partner with school and department events

Continue to expand opportunities for Minority/Women Owned Companies to do business with IUPUI

Campus Planning Theme: Best Practices
Secondary Goals: Value
Sub Unit: Purchasing
Time Frame: FY 2008-09 and beyond

Actions taken for 2008-2009:

Continue to promote minority and women owned and small business opportunities with the IUPUI campus

Evidence of Progress for 2008-2009:
1% increase in MBE’s, a 17% increase for WBE’s and a 36% increase with Small Businesses.

Activities planned for 2009-2010:

Expand efforts to match minority and women owned business opportunities with purchasing needs of departments.

☑ Ensure ongoing environmental compliance and service with Wishard Health Services, Inc., and Clarian Health Partners, Inc. in compliance with existing service agreements.

**Campus Planning Theme:** Collaboration  
**Secondary Goals:** Value  
**Sub Unit:** Environmental Health & Safety  
**Time Frame:** 2009-10 and On-going

Actions taken for 2008-2009:

New goal

Evidence of Progress for 2008-2009:

New goal, not applicable yet

Activities planned for 2009-2010:

1. Integrate Environmental Compliance program into the Sustainability Subcommittee on Air, Land and Water. Enhance stormwater education and compliance on campus through interactions with Subcommittee. Evaluate, update or otherwise amend existing environmental campus policies as appropriate. Develop additional campus environmental policies as necessary.
2. Continue work with Clarian Health, Inc. in refining the Pharmacy waste disposal program. Work with Wishard Health, to incorporate successful program provisions into the Wishard Pharmacy waste program.
3. Develop one Greening IUPUI grant application for at least one environmental initiative.
4. Fully develop and implement on-line version of Biological Shipment Refresher Training Program.
5. Modify environmental compliance programs in response to proposed Wishard/IUPUI land exchange as necessary. Relocate program areas as appropriate.
6. Provide support as need in the relocation of the Environmental Management Facility.
7. Plan the 2010 College and University Hazardous Waste Conference.
8. Initiate discussion on potential program replacement funding for that derived by the contractual relationship with Clarian Health, Inc. in response to Clarian’s desire for service offering state-wide service.

☑ Fully Develop Minority Youth Swim Program  
**Campus Planning Theme:** Research, Scholarship and Creative Activity  
**Secondary Goals:** People  
**Sub Unit:**  
**Time Frame:** 2010 and beyond
Actions taken for 2008-2009:

Began meetings with the Office of Diversity, Equity and Inclusion to identify deserving, minority youth-serving organizations to participate.

Evidence of Progress for 2008-2009:

We have begun talking to groups in Indianapolis and should be ready to initiate this program in January, 2010, pending funding requests

Activities planned for 2009-2010:

Begin offering the free swim lessons and continue to seek new funding and sponsorship for this.

- ✔ Integrating the other IU campuses into our JagTag card program infrastructure
  - **Campus Planning Theme:** Best Practices
  - **Secondary Goals:** Value, Resources
  - **Sub Unit:** Card Services
  - **Time Frame:** On-going

Actions taken for 2008-2009:

Began conversations with IU East

Evidence of Progress for 2008-2009:

IU East and IU Kokomo are successfully integrated with the Jagtag card program

Activities planned for 2009-2010:

Integrate IU East. Begin conversations with IU Kokomo

- ✔ Promote image as Campus Partner
  - **Campus Planning Theme:** Best Practices, Collaboration
  - **Secondary Goals:** people, resources, value
  - **Sub Unit:** IUPUI Food Service
  - **Time Frame:** 2009-2010

Actions taken for 2008-2009:

1. Name change to IUPUI Food Service
2. Promotional materials for the program
2. Hosted welcome back picnic for resident students
3. Participated in various groups such as Food Service Advisory Committee, Campus Center Partners Group, Student Government meetings, etc.

Evidence of Progress for 2008-2009:

1. More campus awareness
2. Increase use of website survey tools
3. Higher number of participants at annual welcome picnic
4. Increase in donations
5. Customer feedback regarding Eat Local program along with sales tracking
6. Actual number of student hires

Activities planned for 2009-2010:

1. Continue identity promotion of IUPUI Food Service through new website development, all print materials, vehicle signage, etc.
2. Continue participation on campus listserves, Facebook, Twitter and blogs
3. Continue to host annual welcome back picnic for resident students
4. Increase participation in campus United Way campaign
5. Establish an Eat Local program and partner with the campus Common Theme project
6. Increase student staffing to at least a 30% level

☑ Wishard land swap coordination and managing the outcomes of this large transaction.

**Campus Planning Theme:** Teaching and Learning, Civic Engagement, Collaboration

**Secondary Goals:** Environment, Value, People, Resources

**Sub Unit:** Campus Facility Services

**Time Frame:** Now until 2013

Actions taken for 2008-2009:

Coordinated campus planning and campus input to real estate property agreement.

Evidence of Progress for 2008-2009:

Effectively meet conditions of Wishard land swap for 2009-2010

Activities planned for 2009-2010:

Coordinate Union building vacation, Wishard buildings assessment, etc.

**Fiscal Health**
Reallocation Plan

Other Question(s)

1) How are you dealing with the projected base budget reductions for 2009-10 and 2010-11? For instance, how will the projected base reductions affect your ability to deliver your current level of services to students, faculty, and staff? Will some planned initiatives have to be delayed or terminated?

Finance and Administration units experienced varied degrees of decreased service delivery. The one unit within the division not affected by the FY 2009-10 reductions is the Police. This unit was established early on as a priority and held harmless. This resulted in greater reductions in other units.

In units such as the Office of Finance the impact of the reductions taken are offset, in some cases, by the automation of former manual processes. These process changes were already in development prior to the reductions and helped soften the effect on customer service. Along the same line we made the decision to not print human resource policy manuals and to rely on the web instead. We now provide less IUPUI branded products at the employment fairs. Both are reasonable ways to change the delivery of service without significant negative impact.

In Environmental Health and Safety service delivery was protected during budget reductions by the unit’s current ability to generate revenue. However, it has created a more precarious financial environment because the ability to maintain the same level of service is now more reliant on contracts that are competitively bid.

We have made tougher decisions to discontinue long time services in both the Human Resources and Campus Facilities Services (CFS) units. CFS has experienced the most visible reduction in services:

- Reduced cleaning of office areas (no change to public spaces such hallways, stairwells, classrooms, and restrooms)
- Elimination of C-fold towels in laboratories
- Reduced number of trash removals per week in offices
- Reduced number of flowers planted on campus
- Reduced amount of mulch used on campus
- Reduced sidewalk and road maintenance
- Reduced turf maintenance work – less irrigation
- Reduced turf maintenance work – less fertilization

Additional cuts have occurred within Campus Facility Services, but do not directly affect service provided to the campus. For example, certain administrative tasks and costs have been shifted and/or minimized where possible to provide more resources for direct service delivery. In addition, internal budgets for items such as durable equipment, uniforms and tools have been reduced as well in order to minimize the impact on services provided to the campus.
Reductions experienced in the Vice Chancellor’s office, while no direct impact on service, has eliminated the ability to increase the police force ranks without seeking campus level support which may be felt in increased campus assessments. This action that was avoided in fiscal year 2009-10 when we added two police officers.

Overall, I believe Finance and Administration has experienced the FY 2010 budget reductions while protecting service delivery as much as possible. It has left us with managers supervising larger areas; less depth in staff to respond to illness, vacations, or vacancies; and a human toll has been taken. There is a growing concern for job security and work overload. The majority of our units have expressed that stress and anxiety are increasing both within units and in interactions across campus. Fear of further reductions in staffing seems widespread and seems to contribute to the environment of stress and anxiety.

Our divisional vision statement reads as follows: “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 staff takes pride in what they do and want to do exceptional work. This vision statement becomes more aspirational with each budget reduction.

To prepare for future reductions we are asking ourselves to think boldly and differently. We are accumulating suggestions from all units to eliminate steps and functions that appear not to add value. We are looking at opportunities to generate revenue from outside of the IUPUI campus, for example providing services similar as jat tag to IVY Tech campuses. We are looking for opportunities to leverage positions by sharing IT services between units.