Administration
and
Finance

FY 2006
Goals and Objectives

September 2005
September 23, 2005

MEMO TO: President Janet Dudley-Eshbach

FROM: Greig W. Mitchell, Vice President Administration & Finance

SUBJECT: Goals and Objectives of the Salisbury University Division of Administration and Finance

In furtherance of the Salisbury University Mission and Strategic Plan, I am pleased to submit an outline of the Goals and Objectives of the Administration and Finance division for Fiscal Year 2005 – 2006 and beyond. This document represents the plans and aspirations of the members of the entire Administration and Finance Team as we work to ensure that our resources and services help to optimize the success of the University. It is important to recognize that while these goals are presented as pertaining to a single year in many cases they may be ongoing or their accomplishment may take a longer period.

This document is further supported by specific area work plans, and is updated throughout the year to track accomplishments and to make course adjustments. It also serves as a basis for resource reallocation and employee evaluation.

I hope that in reviewing this document the reader will come to appreciate the enormous contribution that the staff in the Administration and Finance division makes to the over-all success of the University and the pride and professionalism that we take in serving the students, faculty, and staff of Salisbury University in our many diverse roles.

cc: Executive Cabinet
    Directors, Administration & Finance
    Deans
Administration and Finance Division
FY 2006 Goals and Objectives
Executive Summary

General

1. Help to assure better coordination of decision making and recommendation development among the entire executive staff.
2. Find avenues to further develop the Administration and Finance organization especially through the professional growth of second – level managers.
3. Continue to support and lead campus and system E&E initiatives.
4. Continue to develop positive working relationships with external entities including the USM, State of Maryland, Wicomico County, the City of Salisbury and local business and industry.
5. Strive to recruit, train, and retain a high quality workforce that reflects the diversity of particular skill sets and the appropriate (state, local, national) job market.
6. Develop greater organizational commitment to customer service and productivity through employee involvement and recognition.
7. Explore with the President of the Faculty Senate how to ensure better understanding of the budget process.

Auxiliary Services:

1. Develop a multi-year business plan for Dining Services, Bookstore, and Conference Planning that provides for high quality customer service, building maintenance and repair, cyclical replacement of equipment and furnishings, and substantial return to the University.

Business and Finance

1. Meet the unrestricted fund balance target.
2. Continue to develop the PeopleSoft financial system to provide more useful and “user friendly” information to budget managers at all levels.
3. Document and implement a schedule for reporting, informing, and engaging campus management and governance organizations, particularly the Financial Advisory Committee, in campus financial and budget planning for both operating and capital funds. Develop a process for the orderly identification of funding requirements from the departmental level.
4. Implement a new one-card system.
5. Continue process improvement and policy development for grants management.
6. Continue initiatives to develop financial modeling and forecasting to include the requirements of the System Funded Capital Improvements Program.
Human Resources

1. Assess the effectiveness, performance and regulatory compliance of the HR function in relationship to the overall level of responsibility, staffing levels and comparison analysis of peer institutions for purposes of staffing levels.
2. Finalize and implement new MCEA MOU for non-exempt staff by May 1, 2006.

Physical Plant

1. Develop an integrated five-year plan of all facility maintenance and renewal projects in both auxiliary and educational facilities. The plan should include all available funding sources and be predicated upon achieving an annual spending or reserving rate of 2% of building replacement value. An annual budget increase for this purpose of at least .1% of replacement value should be included.
2. Review and re-evaluate the System Funded Capital Improvement Plan for student housing, parking garage, and recreational facilities to assure responsiveness to current needs. This will be accomplished in conjunction with the Student Affairs division.
3. Develop and implement a plan for parking during and after construction of the TETC.
4. Implement energy conservation measures and economical procurement strategies.

University Police:

1. Review departmental operations and develop revised policies and procedures to assure a high level of professionalism and service to the community.
2. In conjunction with the Traffic and Parking Committee and the Physical Plant Department, develop a parking plan in response to the TETC construction.
3. Develop a strategic plan for the application of technology to campus security and law enforcement.
Dining Services

Goal 1:
Provide effective and visionary leadership for the division.

1. Objective: Strengthen management and leadership techniques within Auxiliary Services emphasizing the following concepts through meetings, individual discussions and example:

   A. Treat all employees and each other with dignity and respect always.
   B. Employees are our most important asset. Treat them that way.
   C. When personnel issues present themselves, deal with them. Do so following rules above.
   D. Practice management by walking around. Interact with customers and employees when doing so.
   E. Counseling is to occur in an office or away from anyone overhearing you.
   F. Always be the example for others. Positive, energetic and helpful.
   G. Promote and foster the philosophy of continuous improvement. What have I or we done today to improve services, product and functionality of Auxiliary Services?

2. Objective: Further develop the Auxiliary Services Department’s organizational capacity through emphasizing the professional growth and development of exempt staff.

   A. Strive to recruit, train, and retain a high quality workforce that reflects the diversity available in particular skill sets and appropriate job markets.
   B. Develop greater organizational commitment to customer service and productivity through employee involvement and recognition.


   A. Resources, communication and employees are to be shared to lower cost and improve efficiencies.
   B. Continue collaborative efforts within the Auxiliary units.

4. Objective: Offer and encourage continuing education to all levels of employees.

   A. Provide continuing education opportunities to employees who have not obtained High School degree.
   B. Pay fees for professional association to organizations that provide licensing and certifications for staff.
   C. Encourage all staff to pursue continuing education opportunities.
5. Objective: Work closely with Human Resource department to assure that all policy and procedures are being followed.

Goal 2
Assure long-term financial strength of division.

1. Objective: Increase return from UDS to University to 15-18% of revenue.
   A. Develop a five and ten year business plan for Dining Services, Bookstore, and Conference Planning that provides for high quality customer service, building maintenance and repair, cyclical replacement of equipment, furnishings and financial return to the University.
   B. Eliminate Just Because program from meal plan A. Lower cost of “A” meal plan. Market the benefits of choosing the A (Everything plan) and increase overall revenue from meal plans.
   C. Redesign meal plan brochure to better market meal plans.
   D. Market strategy to include increasing off campus meal plan participation.
   E. Develop new concept in retail (ECZ Subs) to attract higher cash sales and off campus participation. This will also increase value of Dining Dollars to on campus and off campus students resulting in higher sales and satisfaction from the students.
   F. Develop plans for updated redesign for Commons Dining Hall for the 2007 fall opening. Currently the plans are for a Mongolian Grill as a centerpiece. The periphery units will be changed to new concepts with an updated look and delivery of service.
   G. Identify waste and inefficiencies and work through management to eliminate them.

2. Objective: Develop long-range plan for equipment replacement and facilities renovations.
   A. Participate in evaluation of The Commons and Guerrieri Buildings issues, determining plan to resolve floor, ventilation and chimney concerns.
   B. Work closely with Jeff Downes to assure functional design for new retail operation in the new TETC Building.
   C. Develop comprehensive plan to bring all facilities up to date in design, delivery of service and functionality. Must do so while returning significant return to University.

Goal 3
Place high priority on developing meaningful customer service training program. Great customer service needs to become ingrained in the Auxiliaries culture.

1. Objective: Continual training and re-enforcement of excellent customer service techniques.
2. Objective: Develop and implement service standards in all areas.

3. Objective: Develop and implement avenues for prompt and straightforward customer feedback in all areas.

**Goal 4:**
Review all areas for proper security procedures that protect the assets of Salisbury University.

1. Objective: Evaluate the need for security cameras in high-risk areas.

2. Objective: Review with all management importance of presence as a deterrent to theft.

**Goal 5:**
Assure that new and current retail operations compare favorably to off campus restaurant competitors.

1. Objective: Create, design and open new concept in the Gull’s Nest (ECZ)


3. Objective: Lend support and direction to new Retail Manager.

4. Objective: Train employees and management on excellent customer service, speed of service and quality of food.

5. Objective: Continue to develop live entertainment venue in Cool Beans.

6. Objective: Participate in planning for remodeling in Guerrieri Center.

**University Bookstore**

**Goal 1**
Provide top quality customer service to Salisbury University Campus.

1. Objective: Establish, document, and implement customer service standards.

2. Objective: Continue customer service training for bookstore staff.

3. Objective: Monitor staff for compliance with customer service standards and counsel for results.

**Goal 2**
Continue to improve faculty relationships.

1. Objective: Improve and streamline faculty adoption process.
2. Objective: Continue to meet with the advisory group once per semester.

3. Objective: Continue meeting with individual departments to address areas of concern and build faculty relationships.

Goal 3
Develop a plan for store maintenance.

1. Objective: Upgrade in store computer system from SCO Unix to Red Hat Linux.
   Timeline: Must be completed by 12/31/05 at which time, vendor will no longer support the SCO Unix.

2. Objective: Upgrade store security system at both the entrance and exit of Store from the 3M Magnetic System to the Check Point RFID System. The current 3M system is old and no longer supported by 3M.
   Timeline: Coordinate with Objective 3.

3. Objective: Replace carpet/flooring in bookstore. Evaluate multiple flooring types and designs to maximize merchandising efforts.

4. Objective: Develop a plan to begin fixture replacement within the bookstore.

Goal 4
Maintain a substantial financial return to the University.

1. Objective: Provide the University with an 11-13% return on gross sales.
   A. Continue to develop new services and look for new product opportunities to increase revenue in non-book rush periods.
   B. Continue to develop relationships with other campus departments to generate additional revenue and cross marketing opportunities.
   C. Explore new opportunities to introduce new revenue streams.

Conference Planning and Facilities Reservations

Goal 1
Examine the benefits of utilizing the Astra Scheduling package which is being developed in the Registrar’s office for implementation in the Facilities Reservations office.

1. Objective: Consider the application for better continuity and efficiency with this system for all aspects of University scheduling operations.
   * Examine benefits vs. inefficiencies with using part or all of this package for managing the Facilities Reservations objectives. Staff will examine these factors and make recommendations.
Goal 2
Examine the staff levels of the Facilities Reservations and Conference Planning operation.

1. Objective: With the anticipation of the Facilities Reservations Manager retiring, a job search will need to be implemented to replace this position.

* A time line will need to be established and the process put into place to follow through.

2. Objective: With the continued increase in the number of reservations for activity space and service, as well as the expanding number of organizations and programs, consideration must be given to adding a third staff person to the operation.

* Using comparative statistical data, a review of the number of activities scheduled will be reviewed and data provided to support increasing the professional office staff.

Goal 3
The Conference Planning operation will continue to look for opportunities to increase the volume of off campus activities utilizing campus resources.

1. Objective: The Conference Planning operation has set an objective to increase the volume of off campus activities by 5-8%.

* The Conference Planning office has seen an increase in the number of summer conference groups and the number of attendees this summer. The office is already working with other groups who are interested in using the campus for 2006/07. The internal accounting system will track and monitor the status of this objective.

2. Objective: The Conference Planning operation will look for opportunities to host local and regional programs on campus to assist in fostering good community relationships.

* As opportunities present themselves, the staff will work within the policies of the University to provide facilities and services for such programs. These types of programs will be documented on our scheduling calendar.
Goal 1
Enhance the reporting capabilities of PeopleSoft.

1. Objective: Investigate the iStrategy reporting application.

   Through a partnership with iStrategy and Information Technology, develop reports for back office and end users by January 1, 2006.

   For the above, develop row-level security that will adequately restrict access.

2. Objective: Consider developing additional nVision reports. This will be contingent on the success we have regarding iStrategy report development.

Goal 2
With continued support from Information Technology staff, implement additional PeopleSoft Financials functionality.

1. Objective: By December 1, 2005, create Allocations that would automatically calculate project indirect costs on a monthly basis.

2. Objective: By July 1, 2006, develop PeopleSoft processes to replace jobs still being run on the Vax and/or legacy systems. New processes are needed for student refunds, RSTARS-only adjustments, Motor Pool, Central Stores and Duplication.

Goal 3
Upgrade to Financials Version 8.9.

1. Objective: Review the upgrade documentation by January 1, 2006. Assess the work commitment necessary for the upgrade.

Goal 4
Close FY06 by July 21, 2006 and prepare financial statements within USMO guidelines and deadlines.

Goal 5
Continue PeopleSoft Financials training as needed.

1. Objective: By November 1, 2005, update training documents to incorporate process improvements and to enhance understanding.

Goal 6
Ensure compliance with Non-Resident Alien (NRA) reporting requirements for students, faculty, staff and vendors via Glacier.
1. Objective: By September 1, purchase software and train applicable employees on its use.

2. Objective: Implement for NRA’s who are employed at the University.

3. Objective: Implement for Vendors providing goods and/or services to the University.

4. Objective: Implement for all NRA students in collaboration with International Student Office.

5. Objective: Provide accurate tax information to all constituents including the IRS.

Goal 7
Continue developing extended year budget models/business plans to meet USM and institutional planning needs.

1. Objective: Modify four year plan in accordance with specifications from BOR and/or USM.

2. Objective: Create multi year (5-10) plan for state support with scenario capabilities to better incorporate capital and operating budget issues and fund balance issues.

3. Objective: Create a 10 year model for Auxiliary Operations/Special Sessions to allow for better operational and facility planning and development of a long term fee structure.

Goal 8
Document and implement a schedule for reporting, informing, and engaging campus management and governance organizations, particularly the Financial Advisory Committee, in campus financial and budget planning for both operating and capital funds. Develop a process for the orderly identification of funding requirements from the departmental level.

Goal 9
Improve customer service to the campus community in area of travel.

1. Objective: Establish a new credit card program to be used by staff and faculty for travel.

2. Objective: Review and update travel policies.

3. Objective: Work with departments associated with student travel (e.g. Student Activities, New Student Experience, International Travel) to design procedures specific to their needs while complying with state, system and university regulations and policies.
Goal 10
Continue to improve payroll process while preparing for PeopleSoft upgrade.

1. Objective: Produce a procedures manual for PeopleSoft HR/PR table maintenance.
2. Objective: Produce flow charts and FAQ sheets for hiring student employees.
3. Objective: Develop web timesheet instructions to be placed on the Payroll website.
4. Objective: Continue to explore a method for removing the social security number from contingent timesheets.
5. Objective: Begin to evaluate the differences between PeopleSoft version 8.1 and 8.9.

Goal 11
Establish improved Financial Services administrative processes in support of the Process Improvement Team’s Charter for Grant, Restricted Funds, and Center Administration.

1. Objective: In coordination with other members of the team, evaluate current services within and outside the GSRO/FGMO with efficiency, effectiveness and cost/benefit in mind to propose/effect appropriate procedural changes.
2. Objective: Work collaboratively with General Accounting, Office of Grants & Sponsored Programs, and with PIs to determine the reporting needs.
3. Objective: By July 1, 2006, in coordination with Grants and Sponsored Programs, contribute to the development of a comprehensive manual or handbook.
   Milestone: By March 15, 2006, have Financial Services’ sections of the manual/handbook drafted for review by the team.
4. Objective: In coordination with Grants and Sponsored Programs, establish a professional development program for grant and contract administrators. [Due date: January 15, 2006 (??)]
   Milestone: By December 1, 2006, have Financial Services program ready for review by the team.
5. Objective: Centrally locate Grants Staff (all), review, define, and agree upon job roles & responsibilities and create a Grant One Stop Shop.
6. Objective: Hire & train a Contract & Grant Associate in order to implement/proceed with the One Stop Shop concept. Cross-train staff for pre- and post-award responsibilities.
7. **Objective:** Begin process to setup and image closed grant records for retention (due to storage problem).

**Goal 12**
Continue to evaluate PeopleSoft procurement processes with emphasis on enhancement and user friendliness.

**Goal 13**
Begin posting bids and ordering off State contracts via E-Maryland Marketplace.

**Goal 14**
Provide more stable workforce in Campus Post Office.

1. **Objective:** Hire and train a full-time assistant in the Post Office. This will reduce the department’s dependence on student help while still employing students for mail delivery and other basic job duties.

**Goal 15**
Implement a new one-card system.

**Goal 16**
Develop greater organizational commitment to customer service and productivity through employee involvement and recognition.

1. **Objective:** Seek ways to utilize cross trainers more effectively during peak periods.

2. **Objective:** Create a "How to/What if Handbook" for the employees/cross trainers at the Cashiers' window.

**Goal 17**
Have Cashier's Office and Accounts Receivable working collaboratively to provide overall better customer service levels.

1. **Objective:** Create a work schedule for each semester. Example: mailing of bills, times of registration, different due dates, etc.

2. **Objective:** Provide training as necessary and hold staff accountable for knowledge of Cashier/AR related information.

3. **Objective:** Make available more information on our website (example: bill correction form, telephone form, payment plan, etc.)

**Goal 18**
Continue to evaluate and refine PS Student Financials

1. **Objective:** Continue to improve the billing process
2. Objective: Investigate the possibility of reactivating the anticipated aid feature with Financial Aid.

Should Financial Aid decide this is a viable option request IT support for modifying the bill to show anticipated aid on the bill.

3. Objective: Begin to explore the advantages of moving to E-billing.

4. Objective: Evaluate the alternatives to making web payments more user friendly.

With the support of IT, investigate the possibility of creating a modification that allows changes to the billing (i.e. add/drop meal plan) enroll in payment plan, report additional financial aid or allow students with credit balances to process their bill online.

5. Objective: Explore ways to establish a limited access link to web payments for parents without having to use the student ID and password.

6. Objective: Develop a Student Financials procedures manual

**Goal 19**
Strive to recruit, train, and retain a high quality workforce that reflects the diversity that exists in specific skill areas and appropriate job markets.

**Goal 20**
Further develop the capacity of the Business & Finance department through the professional growth and development of key exempt staff.

**Goal 21**
Explore the feasibility of the University only purchasing recycled paper.
Human Resources Office
FY 2006 Goals and Objectives

Goal 1

Due to the University’s increasing need for more comprehensive and integrated HR services and deliverables, issue a Request for Proposal (RFP) to providers who will conduct a thorough and effective assessment of the HRO.

1. Objective: Assess the effectiveness, performance and regulatory compliance of the HR function in relationship to the overall level of responsibility, staffing levels and comparison analysis of peer institutions for purposes of staffing levels.

2. Objective: Determine whether the HR function is adding value to the organization with its work and performance. Provide comparison of perceptions of value and quality between HR and their customers.

3. Objective: Identify areas of strengths where HR functions work well and opportunities where HR functions need improvement.

4. Objective: For an institution of Salisbury University’s size and type, delineate the current scope and standards of practice for Human Resources Management. Also, recommend appropriate staffing levels for the HRO.

5. Objective: Identification of strategies to improve customer confidence.

6. Objective: Further develop the capacity of the HR Department through professional development of key exempt staff.

7. Objective: Develop a greater commitment to customer service and productivity through employee involvement and recognition.

Goal 2

Develop and implement a Contingent II conversion plan.

1. Objective: Provide Executive Staff, Department Heads and affected employees with a method for understanding the process, applicable policies and procedures for determining conversion eligibility.

2. Objective: Ensure that only those Contingent II employees who meet all of the conversion criteria are identified for conversion to a regular status position.

3. Objective: Effectively transition Contingent II employees into a regular status position.

Goal 3

Due to FLSA regulatory requirements and recent updates, HR needs to ensure compliance in the areas of proper exemption status for its staff.
1. Objective: Assure that official information pertinent to the duties and responsibilities of our exempt positions is accurate and up-to-date.

2. Objective: Replace the current Position Information (PI) with a more comprehensive position description (PD). The new PD form will provide additional information that is needed in assessing the exemption status under the FLSA regulations.

3. Objective: Review and assess the job descriptions to determine FLSA status.

Goal 4
Assume responsibility for the full-time Non-Tenure Track Faculty hiring component which previously resided in the Payroll department.

1. Objective: Ensure that the leave plans are properly set-up in the PS system and correctly process leave.

2. Objective: HR & benefits orientation, ensure accurate enrollment in applicable benefits plans.

3. Objective: Plan and develop communiqué materials for transitioning period.

Goal 5
Continuously redeploy HRM resources away from lower value-added administrative activities to new practices and services that impact directly on the future success of the institution.

1. Objective: To better define HR customer's priorities, develop new competencies needed to deliver that which is of value, and focus on processes needed to deliver that which is of value.

2. Objective: Continuously assess our customer's needs; and in response, evaluate and improve our services where applicable. Implement best practices approaches to managing the HR function.

Goal 6
Ongoing incorporation of occupational health and safety principles into work practices, the ongoing commitment of resources to occupational health and safety and communication between all levels of staff.

1. Objective: Encourage staff and students to take an active role in the development of safe working practices

2. Objective: Continue the consultative process between staff, students and management.
3. Objective: Train appropriate staff to help ensure the proper implementation and application of occupational health and safety policies and procedures of the University.

4. Objective: Continue to assess and control risks as they are identified.

Goal 7
Finalize collective bargaining agreements with MCEA for the non-exempt work groups by May 1, 2006.

1. Objective: Responsible for creating and implementing collective bargaining strategies.

2. Objective: Negotiate a contract under adverse economic conditions.

3. Objective: Prepare and deliver training to supervisors on the impact of the MOU ratified.

4. Objective: Ensure that the strategies and approaches align effectively with the University’s mission and vision.

5. Objective: HR will be prepared to respond to a broad range of questions, concerns and issues related to the provisions of these agreements.

Goal 8
Human Resources Office will seek to assist departments in their efforts to recruit, retain and develop a diverse faculty and staff who possess the core competencies needed for personal and institutional success.

1. Objective: Continue to develop recruitment tools and strategies that attract and promote faculty and staff from diverse groups who enhance the reputation and distinctiveness of SU.

2. Objective: Work with supervisors to ensure workplace equity and equality of opportunity.

Goal 9
Continue to monitor and administer compensation programs and performance management systems that better link rewards and recognition to performance and the acquisition of skills and competencies necessary for job success.

1. Objective: Through internal consulting services, develop programs targeted to address areas of concern within employee job groups and/or departments based on individual department needs and/or needs of the University.

2. Objective: To improve institutional effectiveness and individual understanding of compensation practices and equitable application practices through internal consulting and training and development services.
Physical Plant
FY 2006 Goals and Objectives

Maintain campus facilities & vehicles, provide support services, and plan/manage facility renewal projects to Salisbury University buildings, grounds, and vehicles in such a manner that we achieve a safe, efficient and aesthetically pleasing environment that is conducive to the delivery of a quality educational experience.

Physical Plant

Goal 1
Improve the mechanical, supervisory, technical, and communication skills of Physical Plant employees.

1. Objective: Encourage staff to attend formalized workshops, training, supervisory courses, and learning to use the PMP process effectively.

2. Objective: Work with SU HR training staff in developing and encourage attendance of in-house training opportunities.

Goal 2
Further develop the Physical Plant Department’s organizational capacity through emphasizing the professional growth and development of exempt staff.

Goal 3
Develop an integrated five (5) and ten (10) year plan of all facility maintenance and renewal projects in both auxiliary and educational facilities. The plan should include all available funding sources and be predicated upon achieving an annual spending or reserving rate of 2% of building replacement value. An annual budget increase for this purpose of at least .1% of replacement value should be included.

1. Objective: Review existing plan with both Physical Plant staff and auxiliary directors by November.

2. Objective: Complete plan by February.

Goal 4
Implement a Physical Plant reorganization by physically moving offices and shops to improve efficiencies and resources.

1. Objective: Complete renovation of main office and move A & E staff by November.

2. Objective: Complete renovations of shops by January.
Goal 5
Implement the collective bargaining process, with the non-exempt staff, in the daily operational environment of Physical Plant.

1. Objective: Work with HR in developing training courses for the collective bargaining process upon completion of the MOU.

Goal 6
Assist the Executive Staff in the planning process of future capital projects designated by the Salisbury University Facility Master Plan.

1. Objective: Work with VP of Administration and Finance in the completion of necessary information in the capital project process.

2. Objective: Continue to review the Facilities Master Plan and be prepared to discuss future buildings with the Executive Staff.

Goal 7
Develop parking & transportation plan to address parking issues faced with the TETC building, University Village, and the continued growth of the University.

1. Objective: Hire a A&E firm to design parking options to include MDE & DNR requirements.

2. Objective: Pursue Dresser Wayne facility option.

3. Objective: Implement & evaluate shuttle bus routes. (University Village, University Park, and Gus Bus).

Goal 8
Explore and implement performance contract opportunities.

1. Objective: Complete RFP process for ESCO’s by September.

2. Objective: Evaluate proposal of Phase II by December.

Goal 9
Explore and establish performance indicators within the different departments of Physical Plant.

1. Objective: Purchase and review APPA standards by November.

2. Objective: Work with administrative staff to implement and track performance indicators by February.

Goal 10
Effectively recruit and hire vacant positions.
1. Objective: Advertise positions once approved

2. Objective: Establish Search Committee and develop questions

3. Objective: Hire individual and train accordingly

4. Objective: Strive to recruit, train and retain a high quality work force that reflects the existing diversity of particular skills and appropriate job market.

**Goal 11**
Develop greater organizational commitment to customer service and productivity through employee involvement and recognition.

**Architectural and Engineering Services**

**Goal 1**: Finalize master utility maps and update in AUTOCAD. (Water is complete. Sanitary sewer 70%, Gas 95%, Storm Water 40 %, Irrigation 20%).

1. Objective: Reconstruct/Reconfigure Master Base map geometry and AutoCAD layer system by March, 2006.


3. Objective: Complete Sanitary, Gas and Storm Water by March, 2006

**Goal 2**
Continue to work on SU “Construction/Design Standards”.

1. Objective: Gather information from Physical Plant staff and TETC project to develop standards.

2. Objective: Establish a format by December, 2005.

3. Objective: Create 1st draft by December, 2006.

**Goal 3**
Complete projects planned for FY 2005. Work to reestablish a renewal project schedule based upon a pre-completion date for specifications and contract documents one (1) year prior to budget allocation.

1. Objective: Review project dates with staff, agree on any changes by end of September.

Goal 4
Work with UMCP to manage the design of the Teacher Education & Technology Center and oversee the construction of University Park II.

1. Objective: Project is approaching the 95% Construction Document (design) mark.

Goal 5
In collaboration with the Student Affairs Division, review and re-evaluate the System Funded Construction Program (SFCP) for student housing, parking garage, and recreational facilities.

1. Objective: Develop Part 1 Justifications.
2. Objective: Develop RFP’s if needed.

Goal 6:
Review and re-evaluate the System Funded Capital Improvement Plan for the Perdue School of Business, & the Library.

1. Objective: Develop Part 1 justifications.
2. Objective: Develop RFP’s if needed.

Building Trades
Goal 1
Implement a customer survey for Building Trades

1. Objective: Evaluate feedback and distribution methods.
2. Objective: Make necessary improvements.
3. Objective: Create scoring/tracking system.

Goal 2
Improve Building Trades supervisors efficiency.

1. Objective: Meet with supervisors to discuss more use of purchasing agent & monitor progress.
2. Objective: Improve the scheduling/tracking of work orders using reports, etc.

Goal 3
Improve the process of dispensation of obsolete/expended refrigeration equipment.

1. Objective: Track documentation of refrigerant logs to verify accuracy and timeliness.
2. Objective: Establish an equipment removal procedure.

**Energy Management**

**Goal 1**
Complete building spreadsheets that will provide support data for the ten (10) year maintenance renewal project plan. This spreadsheet will contain a history of maintenance projects and forecast a replacement schedule and cost.

1. Objective: Complete two buildings a month.
3. Objective: Establish & maintain system with Physical Plant staff to ensure current projects/work is recorded in the spreadsheets.

**Goal 2**
Maintain records and manage the permitting process in order to comply with established regulations to include MDE (air emissions), ust’s, and DLLR (pressure vessels).

1. Objective: Review all mechanical projects specifications for proper permitting procedures/documentation.
2. Objective: Review records quarterly verifying current information and update accordingly.

**Goal 3**
Manage the utility procurement plan for SU.

1. Objective: Be an active member of the Inter-Institutional Collaboration for Energy Management.
2. Objective: Track the electric procurement agreement with USM schools.
3. Objective: Explore natural gas procurement with USM schools and act as SU’s rep.

**Goal 4**
Develop a plan to upgrade the Energy Management System.

1. Objective: Work with the TETC committee to determine what control system will be utilized and how it will be tied into SU’s system.
2. Objective: Explore upgrade/replacement options.

**Facility Services**

**Goal 1**
Reduce unplanned absences by 25% department wide.

1. Objective: Encourage supervisors to discuss importance of tracking attendance issues and work with them in developing techniques to improve attendance with their staff.

2. Objective: Track monthly attendance graphically and post.

**Goal 2**
Develop a more defined/specific building inspection form.

1. Objective: Explore different forms in the industry and adapt to SU’s use.

2. Objective: Create a scoring system and implementation plan.

**Horticulture/Recycling**

**Goal 1**
Review and improve landscaping areas around campus and identify future landscaping projects. (Fulton Hall, University Police, Henson Hall grove, Commons link, etc.)

1. Objective: Conduct campus walk with Director in October

2. Objective: Update project list for identified landscape projects and prioritize accordingly.

**Goal 2**
Improve recycling volume on campus by educating the University community and identifying new collection methods and locations (can layouts, Catering Department, conference rooms, etc.).

1. Objective: Distribute campus email explaining recycling process and procedures.

2. Objective: Establish interior recycling/trash locations. Meet with building occupants and Housekeeping staff to establish buy-in.

3. Objective: Monitor recycling numbers to see if volume has increased and continue to make adjustments.
a. Volume of paper increased by 137 tons from 2003-2004
b. Volume of plastic increased by 1.47 tons from 2003-2004
c. Volume of cardboard decreased by 1.3 tons from 2003-2004

Goal 3
Continue to update the Snow Removal Plan.

1. Objective: Secure bulk salt purchases with the State of Maryland.
2. Objective: Establish local contractor to assist in parking lot snow removal.
3. Objective: Monitor each snow storm activities and make necessary improvements in the plan.

Goal 4
Update the cataloging and labeling of the plant collections within the arboretum on campus.

1. Objective: New Horticulturist will be responsible for updating the system since 2000.
2. Objective: Work to increase the number of native species on campus.
3. Objective: Field check both the tags and cataloging of data.

Goal 5
Restructure/Reorganize Horticulture/Grounds Department.

1. Objective: Reorganize campus to a zone responsibility. Teams will be responsible to specific areas/zones on campus.
2. Objective: Work with staff to monitor change & make necessary adjustments for overall success and acceptance.

Motor Pool

Goal 1
Establish a formalized replacement vehicle/equipment plan.

1. Objective: Establish a fleet vehicle replacement plan as well as operational motorized equipment.
2. Objective: Explore bus replacement/lease options.

Goal 2
Explore cost savings/benefits through collaborative efforts with other Universities.
1. Objective: Attend collaborative meetings and explore options.

Goal 3
Oversee the replacement of the vehicle lift in the automotive shop.

1. Objective: Manage the removal process.

2. Objective: Establish new safety and maintenance procedures of new lift system.

Goal 4
Effectively manage the expansion of student transportation services.

Support Services (Central Receiving, PIC, Central Stores, Project Procurement)

Goal 1
Spend $10,000 or less over what is sold for active inventory.

1. Objective: Utilize new account codes to track inventory.

2. Objective: Review inventory items with customers and modify items according to their needs (monthly).

3. Objective: Order items based on historical data.

Goal 2
Keep inventory shortages to less than half of 1% and/or $50.00 for the year.

1. Objective: Verify input data daily to reduce input errors.

2. Objective: Conduct daily inventory of active items and follow-up on any discrepancies.

Goal 3
Update Support Services website.

1. Objective: Create link for Surplus/Excess property with pictures

2. Objective: Market website to campus for increased use and turnover of inventory.

Goal 4
Manage Uniform and PIC operations contract.

1. Objective: Bid out uniform contract and track changes to contract.

2. Objective: Manage PIC operations contract to control costs.
Goal 5
Promote and monitor the Small Business Reserve Program (SBR)

1. Objective: Each buyer will contact at least 2 vendors a month to encourage business to register as a Maryland Small Business.

2. Objective: Support Services staff will work with Physical Plant staff to encourage everyone to use registered MD Small businesses when ever possible in order to meet the required mandate.
University Police Department
FY 2006 Goals and Objectives

Goal 1
Enhance professional creditability to the University Police Department.

1. Objective: Develop strict oversight and accountability policies.
2. Objective: Develop progressive disciplinary policy.
3. Objective: Develop disciplinary records and tracking guidelines consistent with LEOBR.
4. Objective: Develop disciplinary matrix.
5. Objective: Pursue access to in-service sensitivity training for all officers.
6. Objective: Develop crime prevention policy to deter thefts of university and student property.

7. Objective: Develop community advisory groups.
8. Objective: Enhance allied police department relationships through collaboration and networking.

Goal 2
Assist in the development of a parking plan in response to TETC construction.

1. Objective: Conduct impact study on campus and peripheral roadways.
2. Objective: Coordinate plans with appropriate campus entities through collaboration with Traffic and Parking Committee.
3. Objective: Coordinate impact study input from appropriate governmental agencies.

Goal 3
Develop strategic plan for the application of technology to campus security and law enforcement.

1. Objective: Determine technical needs pursuant to enforcement objectives. Identify fiscal impact of implementation, adaptability developing technology and longevity.

2. Objective: Determine areas of study to include video camera technology, computer technology, computer-aided dispatching, smart cars, mapping, etc.
3. **Objective:** Create a University Judicial System computer tracking system in conjunction with the Student Affairs Office.

4. **Objective:** Identify grant funding available for law enforcement technology.

5. **Objective:** Establish locking and unlocking schedules for all building with electronic access control.

6. **Objective:** Develop management accountability system interfaced with mapping technology for efficient deployment of patrol resources.

**Goal 4**
Recruitment of high quality police officers. Strive to recruit, train, and retain a high quality workforce that reflects the diversity of particular skill sets and the appropriate (state, local, national) job market.

1. **Objective:** Seek to hire Maryland certified officers when vacancy appears.

2. **Objective:** Review current selection process.

3. **Objective:** Develop or refine selection process.

**Goal 5**
Develop recognition process for all department employees.

1. **Objective:** Develop Awards Review Committee.

2. **Objective:** Develop administrative recognition certificate generated by chief.

3. **Objective:** Conduct recognition ceremonies at staff meetings.

4. **Objective:** Design uniform ribbons and performance certificates.