

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Auxiliary Enterprises

Department:

Athletics

Significant Areas of Success:

- FSU finished 28th in the U.S. Sports Academies Directors Cup Race. There are 292 Division II programs currently in the running for this award.
- Former Women's Basketball student-athlete, Erin Miller, recognized as one of the top 30 finalists nationwide for the prestigious 2007 NCAA Woman of the Year Award.
- Football student-athlete, Mike Klobucher, selected as the GLIAC 2006-07 Male Scholar-Athlete of the Year as voted by the conference's faculty-athletic representatives.
- In conjunction with the Ice Arena and assistance from University Advancement and Marketing, Physical Plant, Information Services and Telecommunications, and Dining Services, FSU hosted Fox Sports to broadcast the Men's Ice Hockey first regular-season home game on 2/13/07 against Michigan State University.
- Former Bulldog, Chris Kunitz, and member of the 2007 National Hockey League Stanley Cup champion Anaheim Ducks, brought the Lord Stanley's Cup to FSU for a community/state-wide celebration on 7/23/07. Fans attended events throughout the day to honor Chris and raised funds for the American Cancer Society.

Challenges to continuing success:

- Turnover in central office staff and a failed search process for an Associate Athletic Director.
- Providing office space for all staff members once the department is fully staffed.

Ongoing or Proposed Significant Activities:

- Develop one additional work space to allow for housing both an Associate Athletic Director and a Major Gift Officer within the Athletic Department office suite.
- Continue working with Physical Plant to develop an Athletic Facilities master plan.

- Top Taggart renovations to include: top-of-the-line surfaces for track and football, improvement or removal of all bleacher areas, sound system upgrades, adequate storage facilities for the activities held within the stadium, and an external camera deck added to the top of Wheeler pavilion.
- Work with Physical Plant and the Ice Arena to replace the aging and degrading ice making infrastructure.
- Submittal to NCAA to obtain a Strategic Alliance Matching Grant.
- Achieve academic excellence with an annual G.P.A. departmental goal of 3.10.
- Annually, be one of the top four schools of the GLIAC President's Cup race and one of the top 50 in the NACDA Director's Cup race.
- Construct a new weight training/sports medicine facility that can adequately support the needs of our teams and improve our ability to attract a higher quality student athlete. This facility would also include a home for the Athletic Hall of Fame.

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Auxiliary Enterprises

Department:

Copy Center

Significant Areas of Success:

- Hired full-time employee in a clerical-technical position (Clerk Typist) to improve customer service.
- Honored by Academic Affairs for providing excellent customer support.

Ongoing or Proposed Significant Activities:

- Addition of a MAC computer to enable the Copy Center to better serve student customers.
- Increase hours of operation during “final project” weeks.
- Seek to offer additional training for employees in software programs that will enhance customer service.
- Build up reserve fund balance to allow for future equipment updates.

2008-2009 Unit Action Plan

Division: Administration & Finance

College/Unit: Auxiliary Enterprises

Department: Dining Services

Significant Areas of Success:

- Received an overall customer satisfaction rating of 79.0% in Spring FY07 (consistent with 79.7% in Spring FY06). Received mean response of 3.59 (five point scale) to overall satisfaction with Dining Services on the NACUFS Customer Satisfaction Benchmarking Survey in FY07; received mean response of 3.85 for retail outlets (Quiznos® and Seattle's Best Gourmet Coffee Shop).
- Non-meal plan revenue from Seattle's Best Gourmet Coffee Shop increased from \$52,237 in FY06 to \$57,502 in FY07, an increase of 10.1%.
- Received recognition in Foodservice Sampler, a national publication of Rich's Products Corporation, for providing innovative design and service concepts on modest budgets.
- Received Board of Trustee approval to proceed with a \$6.5 million renovation of The Rock Café.
- Participated in the HPS (Hospital Purchasing Service) System on a two-year trial basis to evaluate the cost effectiveness of converting from a traditional multiple-vendor bidding/purchasing process to a proven group purchasing program.

Ongoing or Proposed Significant Activities:

- Pursue renovation of dining service facilities in Rankin Center and The Rock Café to convert the traditional cafeteria style service to a Marchè (marketplace) concept featuring multiple stations and display cooking.
- Pursue conversion of existing residential meal plan structure to an anytime dining meal plan program (i.e., Bulldog Anytime Silver, Bulldog Anytime Gold, Bulldog Anytime Platinum). These meal plans would provide unlimited continuous access to the all-you-care-to-eat dining venues. Modify the Top Dog meal plan (non-resident hall students and faculty/staff) structure to add value and increase participation and social interaction with residential students.
- Explore feasibility of bundling Quiznos®, Freshens Smoothies, Bulldog Pizzeria, and Seattle's Best Gourmet Coffee operations into one large retail venue in the first floor study area in Rankin Center.

- Pursue opening full-service Starbucks licensed stores in the IRC/College of Business Connector and in the 24-hour area in FLITE.
- Explore feasibility of offering one-stop service for booking catering services and making room reservations, utilizing the same event management software system.
- Explore the feasibility of hiring a full-time executive chef with a strong culinary background. Responsibilities would include re-engineering current menus, train staff for service and presentation, lead menu and recipe development, develop student foodservice advisory committee, provide support for catering services, and provide oversight and supervision to the central production area.
- Continuation of the consolidation of production by utilizing volume production concepts/techniques (i.e., cook-chill systems and other high volume production equipment). Cook/chill food preparation will reduce production time, eliminate duplication of process, reduce space allocation in off-site locations, and improve quality and consistency of the finished product by the use of controlled production techniques.
- Proceed with RFP regarding beverage contract. Coca Cola contract expires 8/08.

2008-2009 Unit Action Plan

Division: Administration & Finance

College/Unit: Auxiliary Enterprises

Department: Golf Course

Significant Areas of Success:

- Completion of course improvements includes:
 - block wall work on holes 8, 9, 15 and 17,
 - removal of trees on holes 5, 7, 9, 11, 12 and 15,
 - cart path work done on holes 8, 11, 13, 16 and 17, and
 - drainage work done on holes 10 and 18.
- Increased rounds of golf by 2.5% from 21,653 (2006) to 22,260 (2007)
- Awarded a 3½ star rating by Golf Digest in 2007
- Increased Golf Show (West Michigan, Lansing and Midland) revenues by 14% (from 17,500 to \$20,000).
- Completed building new tee box on hole 9.
- Hosted the 2007 FSU Football Golf Outing.
- Hosted the 2007 FSU Men's and Women's Cross Country Regional.
- Hosted the 2007 High School Girl's Regional Golf Tournament.

Challenges to continuing success:

- Michigan's depressed economic state affects monies available for golf and golf camp attendance.
- Competition from other golf courses in Michigan.
- Cost of business has increased due to increase of minimum wage (\$10,000 in 2007) and increase of gas and diesel (\$7,000 in 2007).

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Auxiliary Enterprises

Department:

Housing

Significant Areas of Success:

- Continued the Bulldogs in Action program for fall 2007. The program involves collaboration with the Honors Program, Greek Life, Athletics, Student leadership and Activities and other student organizations who volunteer move-in assistance. This past year 348 volunteers logged in 2,400 hours of service. This is an increase of 126 volunteers (56% increase) serving 1,187 more hours (98% increase) than were served in 2006.
- Ongoing conversion of west campus apartments to single students provides additional revenue from apartment operations.
- Purchase of new office copier/print station will realize over \$5,000 in savings over 5 years.
- Redesigned Housing contract will save \$1,680 in postage for the coming year.
- The Campus Life newsletter has become a primarily on-line resource saving \$1,670 in printing costs this year.
- The Residence Life staff hosted the Great Lakes Association of College and University Housing Officers (GLACUOH) conference.
- Custodians are being certified in Commercial Carpet Maintenance improving service to students.
- Installation of two card readers on Masselink Hall permitting better security and the ability to lock perimeter doors of all residence halls 24/7.
- Installation of gutter system on Robin Court buildings to reduce the damage from water on/near the foundations and in basement areas.

Challenges to Continued Success:

- Although not currently an issue, the conversion of West Campus apartments to single student per bedroom leasing poses an increased need for parking. A feasibility study of the West Campus grounds is recommended to establish 75-100 additional parking spaces.
- Marketing to off-campus and voluntary customers.
- The need for reliable high-speed internet and network access in campus apartments.
- The volume of off campus appeals continues to take an inordinate amount of time away from staff development and creating student development initiatives. The marked increase in time spent on appeals is compounded with the influence of parents wishing to argue outcomes and their belief of appealing appeals.

Ongoing or Proposed Significant Activities:

- Continue to work with Dining Services to successfully navigate the remodeling of the Rock Dining Hall including the closing of the Rock in March 2009 and relocating dining operations.
- Housing Services will work with a new Student Organization “Ferris Recyclers” to establish a recycling program in the residence halls.
- Introduction of co-ed apartment leasing to meet the increased demand. With individual room leases, allowing mixed gender occupancy would significantly increase the demand for on-campus apartments.
- Two long-term Housing employees will be retiring (6/08 and 6/09). Due to these retirements and changes in our programming, our staffing model will be assessed to determine the optimal structure to meet the needs placed upon the department.
- Successful recruitment and retention of qualified Hall Director staff is dependent upon creating a “home” life that is as attractive as the professional opportunities we provide. We should allocate approximately \$30,000 to re-furniture the hall director apartments.

2008-2009 Unit Action Plan

Division: Administration & Finance

College/Unit: _____
Auxiliary Enterprises

Department: _____
Ice Arena/Sports Complex/Convocation Center

Significant Areas of Success:

- Hosted a High School Fall League hockey tournament, which utilized 12 hours of ice time generating \$2,100 in ice time revenue.
- Hosted, on two occasions, youth hockey tournaments (seven teams) which generated group sales of varsity hockey tickets.
- Hosted a Central Collegiate Hockey Association “Hockey is Fun” clinic where 30 children participated.
- Completed aesthetic improvements to the CCHA visiting team’s locker room after it had suffered water damage from a leaking roof.
- Posted a Full-time Temporary Program Pro-Shop Coordinator position which will aid in the administering of the arena’s regular programs, special events, and oversee the operation of the pro-shop.
- Hosting two Michigan High School Athletic Association Division 3 Pre-Regional hockey games and a Division 1 Quarter-Final game.
- Hosting Adray Community Hockey League playoff games for the Squirt and Midget age divisions.
- Hosted a Midget-Minor and a Midget-Major tournament, structured around varsity hockey game weekends, generating \$1,480 in ice sales and created group varsity hockey ticket sales.

Challenges to Continued Success:

- The aging and degradation of the ice arena infrastructure. The areas that are primarily in need of attention are: under floor piping (both, heating and cooling loops), dasher board systems of both rinks, both ice resurfacers, ice edger and rubber flooring.

- The “dry floor” condition of the main rink slab is unacceptable for hosting dry floor activities.
- The Multipurpose Gym is in need of major ceiling and wall repair to make it an attractive venue for events.

Ongoing or Proposed Significant Activities:

- Host an “Under .500” youth hockey tournament which has the potential to generate \$6,000 in ice time revenues.
- Add track lighting to pro-shop to add a contemporary look and to better illuminate products.
- Market products on website.
- Structure four-team youth hockey tournaments around home varsity hockey series.
- Create and implement a successful birthday party package plan for the ice arena.
- Extend the youth and adult hockey seasons by offering a spring league.
- Create an advertising brochure, with Housing and Dining, to assist in the recruiting of Junior level hockey franchise prospect and pre-season camp.

2008-2009 Unit Action Plan

Division:

Auxiliary Enterprises

College/Unit:

Auxiliary Enterprises

Department:

Racquet & Fitness Center

Significant Areas of Success:

- Successfully ran 13 Adult & Junior tennis camps. Administered camps from registration to monthly statements and tracked expenses. Self operation of the camps resulted in additional \$53,000 in camp profit.
- Recognized a 15% overall increase in facility usage from increased promotions.
- Participate in the United States Tennis Association (USTA) College Tennis League.
- Hosting United States Tennis Association (USTA) sanctioned tennis match, Jr. Reindeer Classic and the Jr. Challenger.
- Hosted the Division 4 High School Boy's and Girl's regional games.
- Hosted USPTA National Indoor Championship.
- Created databases to target corporations for membership; and to provide customers the ability to register for memberships at any time of the year.
- Created and implemented a fall advertising campaign.
- Initiated Indoor Cycling Program for faculty/staff, students and community.
- Upgraded Playmate Ball Machines. This machine is programmable with greater simulation of actual ball movement during play.
- Hosted first ever RallyBall National Tennis Championships with over 150 Michigan participants (competition for 7-10 year olds).

Challenges to Continued Success:

- Pro Shop total sales dues to area demographics.

- Increasing total revenues for Racquet and Fitness Center due to Michigan economic depression.
- Challenge to continue upgrading all facility programs.

Ongoing or Proposed Significant Activities:

- Offer a complimentary Ferris State University Colleges Challenge to faculty and staff.
- Corroborate with other areas such as, Ice Arena, Golf Course and Music Industry for additional opportunities and growth.
- Continue working with ModernTennis.com (global website) for marketing Ferris State University, Racquet & Fitness Center, and PTM.
- Continue working on proposed affiliation with USTA, to become an official area Junior Training Center.
- Enhance Racquet Facility tennis and aerobic programs by offering more variety of activities.

2008-2009 Unit Action Plan

Division: Administration and Finance

College/Unit: Auxiliary Enterprises

Department: Tot's Place

Significant Areas of Success:

- Approved for continued funding of the Child Care Access Means Parents in School (CCAMPIS) grant through the United States Department of Education. FY08 funding was increased by \$8,720 over the previous year for a total of \$87,200.
- Began visual aesthetic improvements by painting throughout the center and installing new signage at the entrance.
- Three staff members attended the national training program for the Creative Curriculum. The preschool staff has continued to enhance parent partnerships and cooperation by utilizing the creativecurriculum.net program (on-line assessment and documentation tool for teaching staff to keep parents informed of their child's developmental progress). The infant/toddler staff is evaluating similar techniques to enhance parent partnerships.
- Increased coordination efforts with the Early Childhood Education department which enhanced the student academic experiences by utilizing: a lab usage manual, reviews of course content, and a newly developed evaluation process for student interns.
- Renovated a large portion of the outside play area, which brought the equipment in line with guidelines from the Public Playground Safety handbook as required by State licensing regulations. This also allowed for an increased age range of children to access the playground equipment. This \$8,500 project was funded through grant dollars.

Challenges to Continued Success:

- Anticipation of the re-accreditation process through the National Association for the Education of Young Children (NAEYC). NAEYC has implemented new higher standards effective FY 2009.

Ongoing or Proposed Significant Activities:

- Continue renovation and remodeling for health, aesthetic, marketing, and efficiency purposes; including the replacement of countertops, sinks, and kitchen equipment.

- Evaluate enrollment scenarios to optimize financial resources while meeting the needs of the campus community including Head Start/Wrap Around and School-age programs as well as summer schedules.
- Research the feasibility of installing web cameras into all classrooms for parental viewing.
- Evaluate the feasibility of purchasing a pass code entrance system which will restrict access into the center and could interface with our billing system.
- Enhance the lighting within the observation rooms to improve the ability of FSU early childhood students to see not only the labs they are observing but also inside the observation rooms where they are working.

2008-2009 Unit Action Plan

Division:

Administration and Finance

College/Unit:

Finance Office

Department:

Finance

Significant Areas of Success:

We continued with the integration of Banner. Fiscal year 2007 was the first year of integrating Banner Student Accounts Receivable with the General Ledger. This was successfully done and staff became more familiar with the system.

Challenges to Continues success:

The challenge for all of the areas under the Finance Office is to hire and retain qualified staff. We have had a number of personnel changes over the past year. We need to make sure that our new colleagues possess the analytical skills required to understand how the Banner system is all interrelated. We also need to continue training and providing opportunities to all of our colleagues for professional and personal growth.

Ongoing or Proposed Significant Activities:

We have now completed the integration of all of the Banner systems and had experience with them. Now all of the policies need to be reviewed for update to the current business practices.

2008-2009 Unit Action Plan

Division:

Administration and Finance

College/Unit:

Finance

Department:

Business Operations/ Student Service Center

Significant Areas of Success:

We have upgraded our hardware switch and router on the first floor of Timme to stabilize our environment from losing network connection. This is extremely important for the Student Service Center that works with customers and applies payments to the student accounts.

We upgraded the remaining eight black and white cameras to New Panasonic WVCF294 day/night cameras. These cameras were upgraded to provide a clearer resolution and full color function for all areas not upgraded previously.

We continually are learning about the capabilities of Banner after the completion of our first year with the Billing and accounts receivable modules.

Ongoing or Proposed Significant Activities:

For fall of 2008, we are proposing to go to a one paper billing to be mailed to the student at the beginning of each semester and continue electronic billing monthly for the first year, evaluate this process and if successful, then move to a totally electronic billing environment. Students now receive ebills and a number of paper bills each semester. This would use our existing technology to a greater extent. We are seeing a greater number of students paying their bills over the web. By doing so this would create an initial cost savings to our department of approximately \$12,000 a year through reduced mailing and bill printing costs. For this to be successful we will publish the plan a number of times and continue to be diligent in our notification of students on payment due dates.

Security for our carding area is a concern. We would like to have a notification system installed so an employee in the carding area can push a button to notify and alert the Student Service counter staff that they would like someone to join them in the carding area. The door remains shut in that area because we do not staff it full time. An estimate for this type of system is being developed by the physical plant.

Due to PCI (Payment Card Industry) compliance, we need to have a standard secure software system for all departments on campus who accept payment via credit cards over the web. We propose the Touchnet Market Place product. This will provide each department a standard way to

set up their own store front that will accept credit card payments through an integrated a secure server for protection. This will eliminate the need for departments to develop their own software /system which is currently being done. This product will interface with our existing Touchnet payment gateway for credit card processing. The product is designed for retail sales as well as accepting contributions. The annual cost for this product is \$36,180 with a potential increase up to 10% each year. Plus there is a one time Professional Fee service for \$13,800.

We have a requirement to make sure our systems are secure for credit card processing. This includes our hardware and software as well as the information handling in the areas. Our credit card processor is charges by Visa, Mastercard and Discover to make sure that all merchants, such as FSU have secure systems. We are required to have a third party do compliance validation and assessment. This is being done by Trustwave. We have entered into a 3 year contract for these services at approximately \$20,000 per year.

Challenges to Continued Success:

One of the biggest challenges we have is PCI (Payment Card Industry) compliance. The credit card companies are requiring everyone to make sure that all credit card information is secure. This is being enforced with fines by the card companies. So with this requirement, we need to have the departments thinks differently about card procession security. This includes training them on the proper ways to become or stay compliant. In order to do this we need to have certain systems or services in place to move forward. Examples: are Trustwave scan and Market Place.

We also have some personnel changes due to the retirement of the Director last fall. This will require an evaluation of our structure and assignments.

Division:

Administration and Finance

College/Unit:

Finance Office

Department:

Accounting, Accounts Payable and Payroll

Significant Areas of Success:

PAYROLL OFFICE –

1. A Kronos Trainer was brought to campus in September 2007 for a special training session to address timekeeping issues previously identified by the users. The session was attended by Payroll staff, Physical Plant, Dining, and others. The training was well received and all attendees were able to get their questions addressed.
2. Continued to train / cross-train employees on Payroll operations and Banner HR.
3. Payroll staff members received Direct Pay Invoice training in December 2007 to allow them to process invoices for selected payroll / benefit vendors. As a result of this process change, the Accounts Payable staff no longer has to enter these invoices.
4. Worked with Student Employment, Investment & Grants and IT to restructure the Student Intent to Hire Form so that Federal & State work study account codes & percentage allocations are properly recorded. These changes have reduced the number of hours used to clean up FOPs, reallocations and processing of JVs.

ACCOUNTING OFFICE -

In July 2007, we successfully filled one staff accountant position. Staff accountants continue to be trained & cross-trained on the day-to-day accounting functions / operations. Also, we continue to evaluate, revise and streamline processes and procedures in the Accounting area.

Worked with Business Office & IT to help automate the daily Student A/R feed process to the General Ledger using the Appworx application. An Appworx chain was developed by IT which automatically schedules & runs various daily Banner Student processes required to feed student accounts receivable data. Now, the processes needed by the Accounting Office to ensure both systems are in balance (Banner Student and Finance) are available more timely.

Worked with Business Office & IT to help develop a process for updating the Banner banking routing number table (GXVDIRD) so that only valid routing numbers are included for direct deposit purposes. GXVDIRD data is matched to the Federal Reserve data and any bad routing numbers are flagged as "INVALID" in the GXVDIRD table. This process should help to minimize "bad routing number" return notices and reduce bank fee charges.

Worked with IT programmer to use the FUPLOAD process to allow the Accounting area to feed uploads received from departments to Banner Finance. Departmental upload (.txt files) data is compared to a excel Banner FOAP structure to check for errors. After errors are corrected, department upload .txt file are FTPs to the Banner server by the IT programmer. Once .txt file is loaded to the Banner server, the Accounting area uses the FUPLOAD process to feed data files to Banner Finance. This process allows the Accounting area to upload & feed data that was previously done by IT using SQL loader & scripts.

The staff is using the CAPTIVE desk-delivery application to convert Banner Finance training materials that will be completed by end-users requiring access to the Banner Finance Module. CAPTIVE will eventually replace formal class-room training currently being offered and allow users to complete required training at their leisure in a self-paced environment.

The training team (includes several employees from the Accounting area) scheduled and presented several formal class-room training sessions in October, November and December 2007 covering Basic FOAP structure, Banner INB Queries and Direct Pay Invoices in order to accommodate all users requesting access to the Banner Finance module.

Scanning all journal vouchers and cash receipts with supporting documents in anticipation for the implementation of Xtender was begun. Scanned documents are indexed by document number and saved in secure location on the network for access by selected Finance employees. Completed fiscal year 2007 and currently scanning fiscal year 2008 accounting documents.

ACCOUNTS PAYABLE OFFICE –

1. A process review was completed for the Student Refund process in order to gather information and understanding of how this process works in order to make improvements. Representatives from Financial Aid, Business Operations, Investments & Grants, Accounting and Accounts Payable were involved. As result of the process review, efforts are underway to streamline process using available tools and applications (e.g., Appworx, Webfocus and Banner Finance).
2. We started processing direct deposits for a selected group of vendors. Notification letters sent to selected vendors requesting banking information in December 2007. Anticipate that 1st direct deposit to be January 2008.
3. Continue to train / cross-train employees on Accounts Payable operations and Banner Finance.

Challenges to Continued Success:

We completed our first year end with 80% of the accounting staff new to the university or their position. Continued training and development for all of us is essential.

Ongoing or Proposed Significant Activities:

1. Work with IT to develop & test an Appworx chain to further automate the Accounting area Banner system feed processes (e.g., FURFEED, FGRTRNI, FGRTRNR, FURAPAY and FGRTRNR) which are currently being run by staff members. The goal is to have the Appworx application schedule and run all daily Banner Student and Finance processes so that staff members do not have to run the processes manually and save time.
2. Work with IT programmer to develop & test an Appworx chain to automate the direct deposit process used by the Accounts Payable office. Script was obtained from other Banner school which needs to be updated by IT for use by Ferris. Our goal is to have the Appworx application schedule and run direct deposit automatically and:
 - Eliminate the need to have the Accounts Payable staff run up-to 8 separate processes / reports.
 - Address issues identified during the student refund process review and minimize human errors / irregularities we have experienced in the past due to inexperience.
3. Worked with IT programmer to modify existing FUPLOAD templates to allow departments enter their own uploads (.txt files) and perform error checking for valid FOAP structure before uploads ready for further submission via FTP to the Banner server and FUPLOAD processing. Our intent is to reduce the amount of work being done by the Accounting area to correct bad FOAPs, transactions amount and other discrepancies submitted by the departments. Also, modification should increase efficiency and enhance department's knowledge of FOAP structure. The goal is to have this modification completed by June 30, 2008.
4. Work with IT Department to migrate to Kronos version 6.0 which provide increased functionality and enhancements.
5. Work with IT Department to start using Xtender for the Accounting area with other areas such as Accounts Payable and Payroll to be setup with Xtender afterwards.
6. Continue with working on the development of training materials using the CAPTIVE application. CAPTIVE provides desk-top delivery to users so they can complete training on a self-paced basis. Team members to receive Ferris Connect training to be used to facilitate the CAPTIVE training.
7. Work with IT Department and Human Resources to begin process of Emailing timesheets using the Webfocus Report Caster to designated departments. Prepare a proposal addressing following issues to include the development of policies, procedures and training materials such as:
 - a. Record retention policy on maintenance requirements for employee leave slips;

- b. Leave usage policy with a hierarchy schedule on use and/or adjustment to employee leave balances (change to LOWP or other leave) by Payroll in situations where hours reported on the emailed approved timesheet does not agree with hours earned / available in Banner HR. For example, report shows use of sick leave (or vacation leave); however no sick leave (or vacation leave) available per Banner HR;
- c. Conduct training session (if applicable) covering email timesheets include discussion of policies and procedures for departments, HR and Payroll;
- d. Pre-notification of new email timesheet process and procedures.

On-going Resource Requirements

1. With the move to Banner, we are performing functions that were formally handled by the Computer Operations area. However, the resources and funding source was not provided. Estimated annual cost of \$16,000 for supplies include:
 - \$2,500 - Blank Stock required to produce direct deposit advices
 - \$4,000 for the purchase of Check stock required to produce student refunds, vendor, direct pay and payroll checks
 - \$1,000 - Micro ink for required check signatures
 - \$8,500 - Annual maintenance and licensing agreements for check, direct deposit and tax return document:
 - FormFusion application used by Business Office, Purchasing, Accounts Payable and Payroll – Increase cost of \$7,000
 - Evison Intellectcheck application used by Payroll and Accounts Payable – Increase cost of \$1,500

2. Work with IT Department to migrate from the Evison Intellectcheck client-based to the Intellectcheck web-based application on a Multiple Application Platform Server (MAPS). Also, upgrade to FormFusion 2.0 (web-based) application which is scheduled for release in the Spring of 2008. Estimated costs are:
 - Use of server space -- \$1,500 1st year and \$1,000 per year afterward. Average server life – 3 to 5 years (\$3,500 - \$5,500)
 - Purchase of server --- \$2,000 to \$10,000

3. Upgrade the Kronos timekeeping system to the new release 6.2. This will require the replacement of our older clocks. Estimated cost is for 20 clocks at \$2,500 each for a total of \$55,000.

Cost Savings and Efficiencies

- Cost of \$5,500 for labor related to the printing, sorting and distribution for direct deposit advices for employee. Saving could be realized by the University by NOT printing direct deposit advices for the Administrative employees. All employees can view their direct deposit advice electronically through MYFSU which provides additional earnings and deduction information currently not available with the paper direct deposit advice.
- We are pursuing the plan to Email timesheets. This will increase security of sensitive information (e.g., leave balances, salaries, etc.). Efficiencies & cost saving in labor campus-wide and other supplies versus mailing include:
 - reduced paper, toner and maintenance costs;
 - eliminate time spent printing and sorting timesheets in department order by the payroll;
 - eliminate time spent to deliver or pickup of timesheets by department's representative;
 - eliminate time spent comparing approved timesheets to employee leave slips and resources used to contact departments to correct timesheets because reported hours (e.g., sick or vacation) is not available in Banner HR for the employee. Policy needs to be developed and approved by management to require that LOWP or leave based on hierarchy schedule be charged automatically in cases where hours for the leave category reported is not available in Banner HR for the employee.
 - eliminate time spent filing leave slips if proposal is approved to retain leave slip in the departments.

Division:

Administration & Finance

College/Unit:

Finance

Department:

Purchasing Department

Significant Areas of Success:

- Standardization of Bid documents
 - In conjunction with Physical Plant we have created standardized bid documents and front end documents to be used for all trades and also within the purchasing department for commodity purchases.
 - This has created consistency & efficiency in creating and reviewing documents. It has also created improved documents for our vendors and contractors
- 75% new Department staff in Past 7 months and new Director named.
 - All still in process of full training but integrating to campus culture well.
 - Temporary position assigned to permanent work continues to be a problem with turn over.
- Reduction in number of paper purchase orders:
 - FY'06 under \$2000 from 43% (1846) (Total POs 4292)
 - FY'07 under \$2000 36% (816) (Total POs 2220).
 - FY'08 approx 38% under \$2000 (Total Pos 1511)

Challenges to Continued Success:

- Permanent Work and temporary employee
With the work force reduction in 2005 the Purchasing Department has been left without a continuing position to maintain the ongoing work. Banner process requires this position. We have covered through temporary staff but temporary positions create turn-over, time spent in re-training and inconsistent service levels.
- Department S&E budget is insufficient to maintain necessary annual costs
In recent years the Purchasing Department budget has been reduced many times to a current FY'08 total budget of \$9,162.00. The telecommunication expenses alone will use 35% - 40% of that budget this year. Professional Development & technology upgrades for staffing has been funded through "soft" or rebate money for several years. \$10,000 S&E increase is requested.

<u>Base S&E Budget</u>	<u>Fixed Cost</u>	<u>Est Annual</u>
Subscriptions (misc)		\$ 150.00
MMBDC Membership		\$ 625.00
ISM Prof Membership (3)		\$ 375.00
HPS Membership	\$ 700.00	\$ 700.00
NAEB Membership	\$ 728.50	\$ 728.50
Misc Food		\$ 150.00
Office Supplies (includes printing of POs)	\$ 3,000.00	\$ 3,000.00
Postage	\$ 500.00	\$ 500.00
Software	\$ 400.00	\$ 400.00
Technology (computer upgrades)	\$ 1,200.00	\$ 1,200.00
Telecommunications	\$ 3,500.00	\$ 3,500.00
M & R	\$ 200.00	\$ 200.00
Travel - Meetings	\$ 400.00	\$ 400.00
Travel - Professional Development 3 FTE@\$2500		\$ 7,500.00
	\$ 10,628.50	\$ 19,428.50

Ongoing or Proposed Significant Activities:

- Review and Update Policies and Procedures
 - Continue to stress departments to follow proper procedures and provide training
 - Enforce compliance with all policies, when possible

- Implementation of Banner Xtender, Imaging system with the following timetable
 - Purchasing documents
 - POs by Feb 2008
 - Backup by Feb 2008
 - Vendor Insurance by March 2008
 - Vendor W9 information by May 2008
 - Finance & Accounting
 - Journal Entry Backup by May 2008
 - Invoices by July 2008

- Banner Purchasing Training digitized and electronically delivered
 - General Approvals in Captivate by Feb 2008
 - Requisitions in Captivate by May 2008
 - Receiving in Captivate by July 2008
 - Change Orders in Captivate by July 2008
 - Delivery of end user training through FerrisConnect by September 2008

These all require time that has been at a premium in the Purchasing department over the past three years. Since March of 2004 the department has been reduced from 182 employee hours per week to 120 employee hours per week.

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Finance

Department:

Risk Management & Insurance

Significant Areas of Success:

- Due to a positive loss experience and aggressive brokering strategies, the University has received a total of \$46,065 in property dividends (to date) during the 2007-2008 fiscal year. We will also receive a M.U.S.I.C. (Michigan Universities Self-Insurance Corp.) dividend of approximately \$130,000 as a result of favorable errors and omissions experience for the members.
- The University also successfully closed all of its open insurance claims.
- Insurance coverage for the 2007-2008 policy year was secured for the University, Kendall College of Art and Design, and the Ferris Foundation. Of particular note was the addition of pollution coverage for the first time. The University's overall premium was almost 6% lower than that for the previous policy year.
- As Chair of M.U.S.I.C.'s Technology Task Force, the University's Risk Manager continued to develop and refine the Corporation's Web site. The M.U.S.I.C. Web site provided the members with a library of organizational data and loss control information,. It was also used to conduct distance meetings electronically, resulting in a vast increase in operational efficiency. Training in the use and maintenance of the Web site is an on-going activity.
- The Risk Manager also actively participated on several M.U.S.I.C. committees and related projects, including a member risk assessment and coverage clarification for students in healthcare programs.
- The Office of Risk Management & Insurance continued to play a role in implementing the University's Emergency Response Plan, working not only with the core Emergency Response Team, but also with the Building Emergency Coordinators. The fine-tuning and training associated with emergency response is an on-going activity.
- In conjunction with emergency planning, the Risk Manager collaborated with the Director of the Health & Counseling Centers, as well as the Safety Coordinator, to assist Campus departments with developing Continuity Plans, particularly plans related to pandemics.

- In collaboration with Marsh Risk Consulting and the Safety Coordinator, we continued to provide risk assessments and safety training opportunities for academic laboratories, with an emphasis, this year, on technology labs.
- Ferris State University was represented on the panel of experts at the M.U.S.I.C.-sponsored safety symposium on Campus Violence, the Corporation's 2007 - 2008 loss control theme.
- With the goal of attaining greater efficiency, the process for performing motor vehicle record (MVR) checks continued to be reviewed and revised.
- In addition, Risk Management & Insurance actively participated in seminars and discussions with other members of M.U.S.I.C., MHEC, and the Universities Risk Management & Insurance Association (URMIA). This year, the University's Risk Manager attended the Stetson University College of Law National Conference on Law in Higher Education, the University Risk Management & Insurance Association Annual Conference, and the Marsh Higher Ed Consortia Summit. These activities enabled us to share strategies and enhance and/or develop procedures with the goal of attaining best practices.

Challenges to Continued Success:

Continued support from upper levels of University administration is paramount to the continued success of risk management and loss control at Ferris State University. This Office continues to communicate and collaborate with Safety, Environmental Health & Safety, General Counsel, Finance, Human Resources, and academic departments to provide loss control activities on a variety of topics and in a variety of means to elicit and maintain support.

Ongoing or Proposed Significant Activities:

In addition to on-going, daily, support activities related to loss control, insurance, and unemployment compensation, the Office of Risk Management & Insurance will be addressing a wide variety of loss control issues. Due to recent incidents at Virginia Tech and Eastern Michigan University, campus violence, particularly as related to the Clery Act, will be the primary focus for the upcoming fiscal year. Working collaboratively with members of the Communicable Disease Committee, the Risk Manager will assist Campus departments in development of business continuity plans for essential operations that could be impacted by an outbreak of pandemic influenza or other emergency. The MVR check process remains a candidate for on-going process improvement. Implementation and maintenance of the Emergency Response Plan and Building Emergency Coordinator training is another on-going effort. This Office will also continue to work with Marsh and

the M.U.S.I.C. Members on the M.U.S.I.C. Risk Assessment Project and to optimize insurance programs.

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Finance

Department:

Grant accounting

Significant Areas of Success:

The grant budget module went Live as part of the Banner implementation project. This provides the University the ability to track both grants and physical plant projects on a project year basis versus a fiscal year basis.

The chart of accounts has been designed in Banner to give flexibility in how grants can be accounted for. This provides the ability to report to each federal, state agency based on their requirements. Finance and grant accounting areas have worked with departments to tailor their accounting structure to the needs of the grant in many cases.

Challenges to Continued Success:

It is still difficult to identify the number of grant proposals sent to various agencies. Additional management tools exist in Banner to provide information regarding the growth of grant activities at the University. Currently separate databases house information on proposals, resulting in duplicate efforts, and records being maintained. The Banner system can serve as a central repository of proposal and award information, can track the status of where a proposal is throughout the approval process and can provide reports regarding the level of grant activity by organization number, agency or principal investigator. The Grant proposal module still needs to be developed, tested and implemented.

More training is needed on the use of the FOAPAL structure for grants so departments understand the flexibility of the system and the availability to design their expenditures to be captured in categories needed for agency reporting.

Ongoing or Proposed Significant Activities:

Test features of the grant proposal module, understand table functions within the proposal module. Provide training on grant budget module and proposal module to academic personnel appointed as grant coordinators within each college.

Identify an implementation team for the grant proposal module to create appropriate tables and perform testing of module. Review Academic needs for grant proposals and ensure proposal module will accommodate the needs of Colleges.

Provide training on new system and grant FOAPAL elements for each College. Populate the grants website with additional Banner information.

Begin using the proposal module effective July 1, 2008.

2008-2009 Unit Action Plan

Division: Administration and Finance

College/Unit:

Department: Human Resources

Significant Areas of Success:

Operational Efficiencies

Opportunity 1: Human Resources continues to look for opportunities to acquire the best benefits services for the most reasonable cost in order to maintain quality compensation systems.

Solution: Through the University's affiliation with the Michigan Universities Coalition on Health (MUCH), FSU will contract with our current (self-insured) pharmacy provider to establish coalition discounts for the same coverage.

Savings: Estimated self-insured pharmacy savings of up to 15% for the same covered population and program.

Opportunity 2: The annual open-enrollment process for employee (health) benefits was "paper-based" and costly from the standpoint of hours for processing and opportunity for error.

Solution: An electronic open-enrollment process was offered to eliminate paper-processing, error, and reduce enrollment costs and time. Plan documents were distributed on CD to allow better access of program information for all employees.

Savings: Significant reduction in processing time and materials costs for open-enrollment and enhanced communications of benefits-related information for employees.

Opportunity 3: "Generalists" positions within Human Resources allow for greater flexibility in providing services and leveraging resources with cyclical work requirements.

Solution: With attrition FSU Human Resources developed a "generalist" position to cover a variety responsibilities including, benefits, compensation, and employment. As a vacancy occurred, a specialist position in our benefits area was replaced with a generalist, to allow for cross-training and support of a variety of HR functions.

Savings: Flexibility in staff assignments and preparation for future attrition strengthens the overall organization of the University's HR function.

Opportunity 4: The health and safety of our employees continues to be a top priority of all University administration.

Solution: Development of new training initiatives and employee involvement programs in addition to on-going safety programming directly affects work-related, accident/illness incident rates.

Savings: Incident rates for “OSHA recordable” events declined for the third consecutive year with a 57% drop since (calendar) 2003.

(HR Processes)

- Revised/created 40 employee position descriptions
- 411 advertisements placed
- 1,959 logged ad responses from applicants (through HR)
- 367 criminal record searches completed
- 169 employees participated in New Employee Orientation
- 967 employment applications received and processed
- 3,536 personnel action forms (PAFs) processed
- Immigration employment processing for 8 employees
- 973 full- and part-time new and re-hired employees
- 239 Position Postings created
- Completed 9 CTA position salary audit requests
- Processed 201 employee incident/accident reports

(HR Accomplishments)

- Service to the University as the campus HIPAA Compliance Officer.
- HR representation on the executive board for Michigan Universities Coalition on Health (MUCH).
- HR representation on the advisory board for the Michigan Higher Education Recruitment Consortium (HERC).
- HR representation on the Michigan College/University Professional Association for Human Resources (MiCUPA-HR) executive board and the Mid-West CUPA-HR executive board.
- Planning/development/implementation for eighth year of Ferris Summer University and Ferris Employee Leadership Development Programs.
- HR representation on University bargaining teams for the 2007 AFSCME collective bargaining processes.
- Coordinated production of 2007/2008 Campus Telephone Directory with new vendor.
- Facilitated the Administrative/Clerical/Technical Audit Committee.
- Coordination for the 2007 Service Award Program.
- Continued support for FSU Mediation Center process.
- Conducted 23 DOT drug screens for the employee pool involved with operation of commercial motor vehicles. (random tests) All Results negative (passed)

- Continued maintenance of 23 Automatic External Defibrillators (AED's) to assure the availability of life saving equipment.
- Coordinated CPR & AED training for **51** employees through the Birkam Health Center and AED Committee to increase the level of emergency preparedness.
- Completed chemical inventory update in Physical Science, Biology, and Pharmacy.
- Continued maintenance of the Electronic MSDS database.
- Presented Forklift & Aerial Lift Safety Seminar at Mid Michigan Safety Council's Annual Expo and on campus.
- Provided coordination with Mecosta County ARES/RACES emergency communications and FSU Emergency Operations Center (EOC) to participate in the annual State Emergency Test.
- Provided support for training of all Physical Plant staff members in asbestos awareness.
- Expanded stretch program to include Residential Custodial employees to assist in minimizing musculoskeletal injuries.
- Completed National Safety Council's Supervisor Development training program for the Physical Plant's Supervisors to provide supervisors with addition safety and health management tools.
- Safety training 2007: Asbestos Awareness, Blood-borne Pathogens, Forklift, Aerial Lift, Orientation, Safety Overviews, Building Emergency Coordinator, Fire Extinguisher, Resident Assistance Safety Overview.
- Developed and implemented a web based open-enrollment process for the 2007-2008 health benefit selections for Administration and AFSCME.
- Transferred all HRS history data (legacy system) to an Oracle database structure (Banner) and developed reporting to extract the data as needed.
- HR representation on the University Wellness Committee.
- HR representation on the University Diversity Committee.
- HR chair for the Administration and Finance Diversity Committee.

Ongoing or Proposed Significant Activities:

- 1) Support collective bargaining processes scheduled in FY08-09 (CTA).
- 2) Define and recruit "Training Coordinator" position for FSU to coordinate all colleague training activities. (From FY07-08)
- 3) Develop liaison communication process (web presence) with the Faculty Center for Teaching/Learning to coordinate professional development activities and seek economies in the delivery of services. (From FY07-08)
- 4) Develop a University "employment" web site, inclusive of instruction and access to the application process and information to promote employment at the University. (This site will be the linked to the Michigan Higher Education Recruitment Consortium (HERC) web site.)
- 5) Develop an enhanced "criminal records search" process, expanding the range of search outside of the state of Michigan.
- 6) Implement "*People Admin*" software to support Banner HR and automate application process. (From FY07-08)

- 7) Continued participation with the Michigan Universities Coalition on Health (MUCH) including service on the executive board and consideration for group health care/services purchases for the University.
- 8) Research and recommend a replacement for the MCAB clerical testing battery for assessing clerical/support applicants. (From FY07-08)
- 9) Develop/implement supervisory component for new employee orientation. (From FY07-08)
- 10) Provide project leadership for team to develop/recommend employment support services including selection committee training module and the training for selection committee "quality advisors". (From FY07-08)
- 11) Develop and implement a web based open-enrollment process for the 2008-2009 health benefit selections for Faculty and CTA by April 2008.
- 12) Enhance incident / injury reporting data analysis to provide additional feed back to individual departments about the type and frequency of incidents / injuries in their area.
- 13) Continue coordination with FSU - DPS on emergency response training and Emergency Operations Center activities.
- 14) Initiated Campus Community Emergency Response Team (C-CERT) training with DPS.**

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Information Technology Services

Department:

IT Services

Significant Areas of Success:

Efforts from Previous University-Wide Priorities and Task Forces

- Completed Health & Wellness initiative website development
- Completed the transition from Banner Project to the new support model for Banner and Banner integrated systems
- Utilized the new support model, customer survey, and staff feedback to prioritize work and improve customer satisfaction
- Extended current full-time temporary Applications Database Analyst for report writing
- Complete training and implementation of Xtender
- Successful fall pilot of FerrisConnect course management system

Academic/Administrative Support Services Activities

- Provided a seamless transition of administrative and student desktop support services
- Implemented Banner channels in MyFSU
- Enhanced Voice Services by implementing Unified Messaging and Voice over Internet Protocol (VoIP), investigated cellular campus plans, and integrated Blackberry and Smartphone devices with campus services
- Implemented remote desktop management for customer problem resolution
- 60% of IT staff attended training this year
-

Student Support Services Activities

- Developed a student email account strategy to improve reliability and reduce costs
- Replaced approximately 20 desktop Computers in Residence Hall Labs
- Enhanced cable television services by broadcasting high definition channels
- Implemented Ruckus music service for University students
- Worked with FLITE on technology plans to enhance patron services
- Upgraded internet bandwidth to 1 Gbps for Big Rapids Campus
-

Project Support Activities

- Completed campus wireless project for academic and administrative buildings
- Upgraded or replaced Banner servers
- Implemented dedicated server for Operational Data Store (ODS)
- Implemented parallel deployment environments for MyFSU (Target May 2008)
- Implemented network security strategy for a militarized server zone to include firewall, intrusion detection and intrusion protection systems
- Upgraded Storage Area Network SAN for disaster recovery and business continuity
- Replaced Novell Server Cluster that supports file and printing services, remote desktop support, and LDAP services for the University
- Completed University server farm architecture changes for capacity, security, and redundancy
- Implemented new telephone systems at FSUGR to provide enhances services
- Piloted dashboard software solution to address internal and external communication
-

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Information Technology Services

Department:

IT Services

Challenges to Continued Success:

- Impact of University growth and demand for IT services
 - Maintaining high quality service expectations
 - Base budget deficit for Technology Assistance Center
 - Budget impact of FT temporary and PT positions
 - Increases in ongoing hardware/software maintenance commitments
- Overall IT planning and Governance

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Information Technology Services

Department:

IT Services

Ongoing or Proposed Significant Activities:

Efforts from Previous University-Wide Priorities and Task Forces

- ITAP base funding commitment
- Continue PC replacement project for faculty and staff primary computers
- Support classroom renovation to improve classrooms, technology, and furnishings
- Transition from implementation to ongoing support model for FerrisConnect
- Implement funded recommendations from IT Emergency Communications Task Force
 - Implement Voice Over Internet Protocol “VOIP” Phones in all classrooms
 - Implement new mass messaging software “City Watch”
 - Develop a multi-year network infrastructure plan for the maintenance and replacement of network infrastructure service equipment
 - Install card readers on 18 residence hall front doors for 24/7 access
- Assist with funded recommendations from other IT Emergency Preparedness Task Forces
- Base budget adjustment for annual Banner maintenance increases
- Additional Banner software licenses
 - Additional WebXtender licenses
 - Additional WebFOCUS licenses
- Implement IT training strategy for new and existing employees
 - Hire an intern (1 yr) to develop on-line Banner and IT training modules

Student Support Services Activities

- Implement a student email account strategy to improve reliability and reduce costs
- Enhance data services by implementing cable modem service in Cardinal and Robin Courts
- Investigate extending wireless networks to the residence hall rooms to compliment the wired connection
- Improve Bulldog Card Services by integrating Blackboard carding operation with Banner through Building Blocks
- Investigating Universal Service offerings from Blackboard

Academic/Administrative Support Services Activities

- Address full-time temporary staffing levels (1 of 3) for mission critical infrastructure services by converting position to full-time continuing
- Address deficit in base budget for staffing in TAC
- FerrisConnect Upgrades
 - Add three server nodes
 - Add additional disk space
- Acquire a dedicated or shared loading dock for accepting large computer-related shipments and processing disposals
- Recommend new funding model for all Telecommunications services including Voice, ID cards, Instrument Repair, and Cable TV

Project Support Activities

- Continue collaboration with FLITE on disaster recovery and business continuity planning
- One full-time temporary position for Work Flow Applications to implement and build workflows for functional areas
- Complete initial training of Workflow
- Upgrade E-visions' Intellicheck to a pure web-based service
- MarketPlace support for PCI compliance
- PeopleAdmin maintenance funding for year 2
- Study opportunities for Dell and Apple service center
- Academic Affairs "open lab" computer replacement plan
- Focus on classroom readiness
- Implement customer response management (CRM) tools such as Business Process Automation Module, Automatic Ticket Generator, HEAT Self-Service, and iHEAT
- Implement Knowledge Center Support methodology and tools
- Review an alternative printing service for charge per print to address consumables/repairs
- Implement a marketing campaign to help bring ITS closer to the customer, moving beyond satisfaction to engagement and loyalty
- Implement new password assistance service to replace Novell Virtual Office
- Implement implementing Nortel consulting recommendation of the installation of a mobility switch to bridge the gap between VoIP, digital telephones, cell and unified messaging into a mobile cohesive product
- Network Upgrades for FLITE, ASC, West, VFS for High Availability environment
- Replace CSS 3rd floor closet network switches
- Replace ASC, SCI, and STARR closet network switches
- Replace Swan closet network switches
- Implement a high availability environment for Oracle services
- Implement mobile computing best practices provided by Plante Moran

2008-2009 Unit Action Plan

Division: Administration & Finance

College/Unit:

Department: Investment Office/Quality Improvement

Significant Areas of Success:

Prior to the Banner System Conversion, University personnel completed over 120 process reviews in order to gain an understanding of important business processes and identify the functionality to be transferred to the new system.

Many staff indicated value in going through the exercise of how a process affects their department and other areas, what types of external systems are used, and critical functionality needing to be part of the new system. These reviews began the process of replacing the old mainframe system.

Through the efforts and dedication of our faculty and staff throughout the University, the Banner system has been successfully implemented. Concerns regarding additional training and reporting needs have been addressed.

2008-2009 Unit Action Plan

Division: Administration & Finance

College/Unit: Physical Plant

Department: Physical Plant

Significant Areas of Success:

- Learning Environment Renovation Project - completed Phase 3 classroom renovation project totaling 13 classroom spaces.
- Completed 20,235+ maintenance work orders.
- Assisted with fundraising efforts associated with the Ferris Foundation Annual Benefit.
- Replaced lighting feeds for lights along Knollview Drive and Lot 4 (2007 UAP).
- Recycled 271 tons of paper (equals 1,954 trees saved + 542,800 Kilowatt Hours of Electricity saved + 814,200 Gallons of Water saved and reduced air pollution) while simultaneously and efficiently eliminating the need for individual departments to shred secure documents by contracting with Shred Docs service.
- Continued to work with the State of Michigan Natural Gas Consortium resulting in total cost avoidance for the University to date of \$1.7 million + (11/04 – 11/07).
- Completed year one of a four year contract with Wolverine Power Marketing Cooperative for electrical energy purchases which has resulted in total savings to date of \$1 million + dollars.
- Replaced roofs on 3rd floor Starr, North and South Bond, partial roof at Ward Hall, Center Ice Dining roof area, and Creative Arts Center. Continued implementing preventative maintenance and emergency response program that extended life expectancy of existing roofing systems throughout campus that has resulted in a savings of \$11,800 in year one.
- Completed installation of card reader electric door hardware at Masselink to increase security.
- Completed installation of new back door frames with threshold in order to keep cold air out at Robin Court in West Campus.
- Installed new outer doors and inner doors with aluminum frames for the front entrance at Clark Hall.
- Realized savings to the University by completing several asbestos abatement projects with in-house staff.
- Set up emergency core system for state facilities.
- Installed new tunnel doors and frames in order to increase safety and improve security associated with the tunnel system throughout campus.
- Completed 13 FY 07 Minor Capital Improvement projects and provided estimating for 31 FY 08 Minor Caps with 14 approved.
- Continued replacement of older campus clock system with Visiplex satellite clock system.
- Completed construction and occupied the IRC Renovation & Addition project on time and within budget.

- Increased efficiency and improved productivity in the Plumbing Department so that a vacant Plumbing position could be converted to a Boiler Operator Apprentice position.
- Completed employee training in Bloodborne Pathogens, Simplex Life Safety, HAZMAT refresher course, Asbestos Worker refresher course and Awareness training, Lead Awareness training, Mold Awareness training, Physical Plant Safety Manual training, Excavation, Trenching and Shoring training.
- Performed Phase I and II Environmental Study for the Citgo Station property.
- Completed exterior painting of WCA's Robin and Finch Court and painting of a complex office project at the Business Building. Completed painting of North and South Bond stairwells and high visible areas while fully occupied.
- Replaced Simplex fire alarm system monitoring computer at Public Safety and upgraded software (2007 UAP). Also added back up fire alarm system monitoring PC in the General Services facility.
- Replaced two main HVAC controllers in ASC due to electrical damage. Converted main HVAC controls in Granger Center to improve communication protocol.
- Completed installation of new transformer, generator equipment and A/C for Computer Center in West Building. Also installed remote monitoring system to allow internet access and monitoring of the environmental conditions of this space.
- Converted water closets, faucets and shower heads at Bond Hall to low flow systems which has resulted in a 24% reduction in water costs even with the 10% increase in water rates by the City of Big Rapids. This results in a monthly savings in excess of \$1,000.
- Completed annual testing of fire alarm systems campus-wide.
- Purchased 1 ton 4x4 truck, 5 ton sander, and 92 hsp backhoe for Grounds Department (2007 UAP).
- Completed landscaping and irrigation at IRC.
- Recycled 720 yards of composted dirt and 200 yards of wood chips from our shrub and tree trimming efforts for a realized savings to the University of \$16,000.
- Completed McKessy House basement project and landscaping work.
- Completed floor covering project in the second floor of Prakken and initiated floor covering project for the first floor of Prakken.
- Completed remodeling projects for Emeriti office in Prakken 114, ASC 1017, Diversity Office, VPSA Office, International Student Lounge area, Women's Lockerroom at SRC, SCA stairwell project; flooring projects for Pickell corridors, Bond lounge area, Johnson 117 & 119 carpet replacement and installed cabinet and vanity for Tot's Place.
- Improved color at the north end of campus by installing flower planters at Alumni.
- Improved landscaping around the Old Main Memorial.
- Implemented new lawn care nutrient and pesticide program that has saved \$2,000 and improved the University's "Green" program.
- Conducted Waste Chemical Management program with four waste chemical disposals throughout campus thereby reducing the waste stream.
- Replaced Ives Street sewer line.
- Restored Swan Ives Street bridge.
- Removed and replaced Dow SR-1 at the Ice Arena without damage to the ice sheet.
- Complied with regulatory compliance in sanitary sewer water samples with reporting to city of Big Rapids, pumping of sand and grease traps, MDEQ opt-out permit for the

campus annual reporting of fuel consumed and pollutants including lead, asbestos, mold and PCB inspections at Pharmacy and the Grand Rapids Art Musuem.

- Installed exhaust fan at Swan Print department to dilute fumes from new print machine operations.
- Completed FY 07 deferred maintenance projects.
- HVACR began tagging all refrigerant equipment throughout campus with a standardized tagging system. The shop area has been streamlined to better utilize space and reduce waste.
- HVACR saved the University \$25,000 by transferring equipment from one facility to another. Also eliminated a huge surplus of unused items thereby freeing up an entire storage area.
- Improved heating, ventilation and controls at the General Services office complex.
- Replaced steam coils in AHU 3 and 4 and recalibrated HVAC controls in the Science building. Replaced steam coils at Williams Auditorium.
- Replaced make up air systems at the Rock thereby increasing burner efficiency for a 20% reduction in natural gas energy costs.
- Initiated construction at Bond Hall to replace steam to hot water systems with a copper finned tube boiler system that will result in an annual savings of \$50,000.
- Commenced RFP selection process for engineering feasibility studies for Science, ASC, Starr, Williams Auditorium, Johnson Hall and West Commons to improve environmental performance and provide air conditioning options.
- Completed upgrade to work station software for Trane and Siemens campus HVAC systems.
- Continued implementing the preventative maintenance program throughout campus facilities.
- Combined Plant Operational Services and Business Services departments to improve efficiencies and effectively manage both operations. This process streamlined inventory processes, initiated a living inventory for the replacement of tables and chairs for moving, replaced moving vehicle, developed P&L statement for bus operations, implemented a vehicle broker program with average savings of \$2,500 per vehicle, upgrades to Mail Center software and assumed the temporary duties for custodial equipment repair.
- Completed major modifications to the Burner Management System and Combustion Controls system for the Gas Turbine Generator and Boiler #2. Repaired boiler feed water, sump and brine pumps. This has assisted in reducing call-in's for personnel with none reported since February 2007.
- Implemented a micro-fiber technology in the custodial department to replace certain disposable products. When fully implemented, this process will provide considerable savings and increase productivity at the same time.
- Continued Janus Training for AFSCME employees to become qualified for custodial positions.
- Purchased custodial equipment that has greatly increased the productivity and morale of the employees (2007 UAP).
- Currently in the process of creating a custodial customer satisfaction survey sheet for each facility that will be utilized to have a positive impact on the department's ability to improve services and enhance communication efforts to the campus community.

Ongoing or Proposed Significant Activities 2008:

- Signage Committee:
 - Propose additional exterior message signs
 - Wheeler Pavilion – estimated cost \$100,000
Total Estimated Cost \$150,000 (Funding in place)
 - Phase 1 Refresh (paint FSU Standard Colors & graphics) of all exterior signs over a three year period. Estimated cost TBD.
- Learning Environment Renovation Project:
 - Phase 4 –
 - Category – 1 & 2 Classroom & Laboratory
Total Estimated Cost - \$950,000 (BOT Approval & New Funding Required)
- Minor Capital Improvement Projects:
 - Design & Construct 14 approved projects
Total Estimated Cost - \$398,000 (President Approved 11/27/07)
- Housing & Dining Summer Projects:
 - Design & Construct approved projects
Total Estimated Cost - \$ TBD (BOT Approval TBD)
- Annual Deferred Maintenance Projects:
 - Design & Construct projects
Total Estimated Cost \$3,300,000 (Funding in place)
- Annual Paving & Sidewalk Projects:
 - Parking Lot Repaving – estimated cost \$300,000
 - Miscellaneous Sidewalk Repairs – estimated cost \$100,000
Total Estimated Cost \$400,000 (Funding in place)
- Energy Management:
 - Procurement:
 - Electricity (Contract w/ WPMC until December 2010) – savings to date in excess of \$1 million (as of December 2007)
 - Natural Gas (State of Michigan Purchasing Cooperative) – savings in excess of \$1.7 million + (11/04 – 11/07).
 - Utilization/Cost Avoidance:

- New Position – Manager Energy & Utility Systems (**New Funding Required**)

Position responsibilities include to:

Develop & Manage -

- Conservation Measures (Awareness Program, Temperature Setbacks, Scheduling)
 - Develop & implement comprehensive facility utility metering and monitoring and performance measurement strategy for all campus facilities
 - Performance Contracting Facility Upgrades – Chevron Energy Solutions – Phase IV Proposal (HVAC, Lighting, CHP Controls, etc.) - \$3,844,000 cost resulting in \$283,934 annual savings
 - GIS – Utility Infrastructure system
 - Engineering Department technical support
 - Preventative Maintenance
 - Infrastructure Capital Renewal & Deferred Maintenance backlog reduction
- Computerized Maintenance Management System (CMMS) Project:
- Consolidate multiple legacy information systems in an integrated enterprise facility management system that will allow:
 - Web-based work order requests from users
 - Integration with Banner administrative system
 - Development and monitoring of data driving KPI's
 - Development and IT support model that is responsive to Physical Plant needs
 - Efficient resource allocation based on campus priorities
 - Estimated cost \$100,000 (**Department funding in place**)
- Implementation of Big Rapids Campus Facilities Master Plan:
- Work with Consultant to Update Facilities Master Plan
 - College of Optometry – assist in fundraising and Capital Outlay process
 - Housing – New East Campus Apartment Project – assist in planning
 - Dining – Rock Café Renovation & C-Store - assist in planning
 - Jim Crow Museum Design – assist in fundraising and planning
 - Rankin Center expansion and renovation project – assist in planning
 - Integrate Utility Infrastructure Master Plan with Campus Master Plan
 - Parking – assist in planning ever changing parking needs
- Implementation of Grand Rapids Campus Facilities Master Plan:
- Work with Consultant to Update Facilities Master Plan
 - Former GRAM Renovation Project
 - Lead Design Team selection

- Lead Construction Manager Team selection
 - Provide project management and administrative oversight
 -
- Assist in Development of Athletic Facility Master Plan:
 - Research & plan replacement of synthetic football field surface
 - Replacement summer 2008 – Estimated cost \$1,000,000
 - TTF – Bleacher repair or replacement (est. cost \$100,000 +)
 - Research & plan Ewingleben Ice Arena Renewal
 - Research & Plan New All Events Facility
 - Athletic Equipment Storage
 - Weight Room & Athletic Trainer facility
 - Wink Arena Air Conditioning & miscellaneous environmental controls
- Ongoing Physical Plant Reorganization:
 - Approve and Fund Physical Plant Reorganization Plan dated January 3, 2008.
- Capital Renewal Deferred Maintenance (CRDM):

New Resource Requests for 2008:

- Trades Areas:
 - Visiplex Clock System \$25,000
- Annual major equipment replacement one-time funding request:
 - Grounds Equipment \$100,000 (Liquid Ice Melt & Misc. Equip.)
 - Custodial Equipment \$50,000
 - Trades Equipment \$10,000
- Annual supplemental summer staffing one-time funding request:
 - \$50,000
- Annual Grounds, Roads & Walks one-time funding request:
 - \$250,000
- Additional staffing requests:
 - See Physical Plant Reorganization plan dated January 3, 2008
 - Funding Requirements:
 - Annual Permanent = \$232,500/ year + benefits
 - Annual Temporary = \$140,000/ year + benefits (likely a 2 – 3 year commitment)
- Additional S&E funding request:
 - Overall maintenance products inflationary adjustment \$100,000

2008-2009 Unit Action Plan

Back up Documentation

Division: Administration & Finance
College/Unit: Physical Plant
Department: Physical Plant

Ongoing or Proposed Significant Activities:

- Major equipment replacement funding for:
 - Grounds Equipment
 - Custodial Equipment
 - Trades Equipment

The nature of these departments and the work they are responsible for make them critical for the safe and efficient operation of the University. In order for them to safely and productively perform their work they must have equipment that is reliable. Major pieces of equipment in these departments far exceed the limited capability of existing S&E budgets to support and have historically relied on central one-time funding. Typically this funding has been provided in response to a major equipment breakdown that prevents Physical Plant from accomplishing the work required for the smooth operation of the University. Examples of equipment include snow removal vehicles (\$50,000 to \$100,000 each), salting equipment (\$30,000 to \$100,000), high ranger truck used for street light maintenance (\$100,000) and large ride-on-the-top floor scrubbers used for large area cleaning by one person vs. a crew of four to six people (\$40,000).

Annual one time funding is requested to support the replacement of major equipment in the following amounts:

Grounds Equipment	\$100,000
Custodial Equipment	\$50,000
Trades Equipment	<u>\$10,000</u>
Total	\$160,000

2008-2009 Unit Action Plan

Back up Documentation

Division: Administration & Finance
College/Unit: Physical Plant
Department: Physical Plant

Ongoing or Proposed Significant Activities:

- Refer to the Physical Plant Reorganizational Plan dated January 3, 2008.

2008-2009 Unit Action Plan

Back up Documentation

Division: Administration & Finance
College/Unit: Physical Plant
Department: Physical Plant

Ongoing or Proposed Significant Activities:

Implement Phase IV of the Chevron Energy Solutions Company performance contract. Total projects suggested by Phase IV energy conservation assessment (ECA) equaled \$8,240,098 resulting in annual savings of \$301,711.

After further analysis by FSU Physical Plant staff, a recommendation is made to implement eleven projects totaling \$3,844,829 resulting in annual savings of \$283,934. **(New funding is required)**

See attached table for list of projects. Projects highlighted in green are those recommended for implementation.

2008-2009 Unit Action Plan

Back up Documentation

Division: Administration & Finance
College/Unit: Physical Plant
Department: Physical Plant

Ongoing or Proposed Significant Activities:

Additional S & E Funding Request:

Maintenance and construction supplies have experienced significant inflationary increases during the last two years beyond the CPI. Due to factors such as hurricane damage and building booms in other states for example, costs have risen in excess of 10%. Physical Plant S & E budgets have not kept pace. Physical Plant has attempted to mitigate some of the effect of this by maximizing our internal purchasing efforts to keep costs as low as possible. However, we have reached the limits of good management and efficiency in procurement; therefore, an inflationary S & E budget increase of 6% for both general fund and auxiliary services is requested.

Funding increase of \$100,000.

2008-2009 Unit Action Plan

Back up Documentation

Division: Administration & Finance
College/Unit: Physical Plant
Department: Physical Plant

Ongoing or Proposed Significant Activities:

Supplemental Summer Staffing Funding:

Workloads within the various departments of Physical Plant experience significant peaks during the summer when many residence halls, apartments and classrooms are empty. This very small window of time creates an opportunity to catch up on much needed maintenance and renovation that is not possible during the regular school year. The volume of work has exceeded Physical Plant's regular full-time staff capacity. One time funding has been allocated in the past to pilot a model to hire full-time temporary staff to supplement skilled trades and grounds departments. This model has proven to be tremendously successful and expanded our ability to meet the needs of the campus. Retired former Physical Plant staff were brought back on a full-time temporary basis which eliminated training issues and allowed for a productive work force immediately.

Annual funding of \$50,000 is requested to support this initiative.

2008-2009 Unit Action Plan

Division: Administration and Finance

College/Unit:

Department: Department of Public Safety

Significant Areas of Success:

- ***Campus Community Emergency Response Team (C-CERT)***

Universities are a particularly good place to begin preparing citizens to care for themselves and their local communities in matters of emergency preparedness. Important too is the fact that universities are certainly not immune to disasters that occur anywhere people are. DPS is training a group of people, primarily FSU students, as a Citizen Corps of volunteers to serve the campus community while here and as Department of Homeland Security Citizen Corps volunteers in their future communities.

- ***Emergency Operations Center Manager***

The FSU Safety Coordinator has been assigned extra responsibilities in the area of emergency operations. Emergency response capabilities are centered in the Department of Public Safety, in the Emergency Operations Center, at the time of a critical incident. One of the lessons learned in the analysis of the Virginia Tech shooting is that we need to move away from too many emergency tasks for Public Safety personnel while they need to be engaged on locations. For this reason the EOC is opened and activated by the person assigned in this blended position. This member also acts as the alternate to the Emergency Messaging Technician mentioned next.

- ***Emergency Messaging Technician and Fire Service Liaison***

The University Cable Television Technician has been assigned extra responsibilities in the area of emergency messaging and mutual matters in the fire service of Big Rapids. Lessons learned in the review of the Virginia Tech shootings include the importance of effective emergency messaging university-wide. These technologies and prompt activation are being perfected by and with the technician identified above. This person also acts as the alternate for the EOC Manager mentioned above.

Another important opportunity with this employee is to benefit from the skills, training and resources of the Cable Television Technician because of his part-time profession as a fire chief. He is an excellent interpreter of the actions and needs of our fire service agency, and he teams with FSU DPS leadership to confer with Big Rapids personnel at the meetings documented next.

- ***Campus Fire Services Improved***

A series of important meetings were initiated by FSU DPS to significantly improve fire services to the University. The Director of Public Safety for Big Rapids and his new assistant have been engaged in a number of conversations on ways in which we can improve his team's response capability and our University support for mutual benefit. This is resulting in training opportunities and significant safety enhancement in matters of fire prevention and suppression.

- ***Pedestrian Safety by Traffic Flow Engineering***

Two critical areas of the campus were given special traffic flow attention by adding traffic control devices and incorporating methods that greatly assist in pedestrian safety. The Arts & Science crosswalk to FLITE had stop signs and “No Stopping, Standing, Parking” signs placed to give pedestrians a break in vehicle traffic and an improved clear vision area. Vendor and passenger deliveries were moved to the rear of the building and the rear drive gate removed to allow an easy flow for these redirected vehicles. The cut-off drive in front of the Center for Student Services building was initially barricaded, then an “in lane” new sign was placed to cut the vehicle traffic challenges to pedestrians essentially in-half.

- ***Police Cadets***

A significant, proven staffing enhancement is being realized in the newly appointed police cadets. There have now been a total of five cadets appointed, two at a time, to upgrade our service to the community and improve workforce diversity. The cadets are civilian, police trainees who are both well-educated and well-trained individuals progressing along in their pursuit of professional police careers. Police cadets serve the community well while in their assignments, but more importantly they are kept in our midst, available to be promoted to police officers in our agency. Too often, Ferris produces excellent police recruits who are quickly hired in other jurisdictions and we have no position open for them. When a position comes available with FSU DPS the superb candidate will be ready for the best possible chance at the job and we will have them available to us.

- ***Parking Resource Management Program***

An impressive milestone was reached in our program to significantly improve parking at Ferris last year and the trend continues. The accomplishment of cutting in half the number of parking violations issued in the preceding four plus years is still moving in the right direction. That is, to further reduce ticketing as compliance and resource availability takes the place of widespread ticketing.

Another great gain has been made in the ongoing effort for fairness and justice in the ways that appeals are handled. We have recruited Ferris students interested in serving on an appeals board to hear and act on parking violation appeals. A DPS staff member or other Ferris employee works with the students hearing appeals to answer any of the students’ questions about points of law or proper procedure. The students’ decisions are final on the individual appeals and their suggestions for signage or procedural changes are offered and most often incorporated.

- ***Criminal Offenses Continue in Decline***

The total incidents of criminal offenses recorded annually show an impressive 15% decline overall in 2007. Of particular note is the reduction in the past 10 plus years, with a steep reduction in the past five, a time when record enrollment is occurring.

- ***DHS Region Six LE Representative***

Captain Jim Cook, Assistant Director, continues to represent area law enforcement agencies in our county where decisions are being made on the expanded role of these agencies relative to homeland security issues. This is the committee which reports on policy and spending priorities of grant monies from the US government for homeland security.

Allen Sutherby has been selected as the primary [voting] member of the Region Six Governing Board. This is significant in that there is only one in our county and Ferris Emergency Management has Sutherby in a position of influence and decision-making.

- ***Chairman of the Board of Directors—CMET***

MJ Bledsoe continues as the Chairman of the Board of Directors of the regional drug investigations group, the Central Michigan Enforcement Team (CMET). A design is being put

in place to have this unit expand its mission to include crime detection saturation based on robberies and burglaries since they are so closely tied to narcotics use and sales. The team is being credited with adding much to controlling greater Big Rapids and Mecosta County crime.

- ***MACLEA President***

MJ Bledsoe serves on the executive board for the Michigan Association of Campus Law Enforcement Administrators—MACLEA in the capacity of Vice-president in 2007 and is serving as President for the organization in 2008.

Ongoing or Proposed Significant Activities:

- ***Security Infrastructure Assessment Team***

The Virginia Tech shootings of April 16, 2007 have often been referred to as higher education's 9-11 (comparison made to the terrorism of 2001). Upon the mid-year release of the internal and external reports on VT lessons learned our team was developed at the direction of President Eisler. Our team joined two others reviewing topics of student issues and messaging methods to report on our needs and capabilities as a guide to Ferris going forward. Significant recommendations exist within our report and will be followed up on once the list is reviewed, considered and put in the context of the many others to be implemented by priority.

- ***Public Safety Office Improvements Reviewed***

The physical surroundings in the public safety offices need some attention for the sake of privacy and efficiency. People arriving at our building are first viewing a loading dock and large dumpster, then walking to a side door that has directions affixed that send the person to a door opposite the street we are situated on. This is awkward and unattractive.

Once inside, people do parking permit and ticket business at a counter where privacy is non-existent. They give personal information about themselves or attempt to offer reasons why they should not be held accountable for a parking violation in the immediate presence of many others. Everyone at that counter can hear several phone conversations coming from the cubicles beyond. The very sensitive conversations include details of police investigations, including actions and identities of reporting persons, witnesses and victims, and suspects. Add to this the inevitable discussions that can spontaneously begin about personnel matters, not for public consumption, and the need becomes more compelling.

2008-2009 Unit Action Plan

Division:

Administration & Finance

College/Unit:

Quality Improvement

Department:

Challenges to Continued Success:

We can continue to utilize the capabilities of the Banner system, a relational database, to meet our business needs. We have automation tools in Banner that need to be learned and implemented. Workflow is a software product that has been purchased and installed but needs to be applied to appropriate business processes.

The Workflow tool can automate a process that requires more than one person or department to complete. The basic technology that moves email text from person to person can also move documents and tasks from person to person. The result is information that is automatically routed for approval and updating of the system. This same process can close the communication loop by providing status updates or reminders along the way to customers and departments.

Many processes that run effectively now in Banner, could be automated for additional efficiency. There some processes that worked well with the old mainframe environment that may not have adapted as well with Banner. For example, in some cases there are several forms needed to complete a process that used to occur on one or two old mainframe screens. Students and staff would like easier, more automated methods of completing tasks to reduce processing time and notification time. Through the use of business process reviews and the implementation of workflow, certain processes can become more automated and efficient, improving service to students, faculty and staff.

The use of workflow to automate existing processes is an area of Banner that needs to be reviewed, developed and tested.