

Administration and Finance Division Strategic Plan 2015-2020



GOALS

MISSION

VISION

VALUES

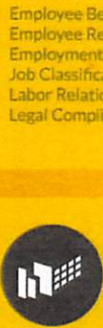
THE BUSINESS OF IUP



FINANCIAL

Audit
Bursar
Capital Budgeting
Cost Management
Financial Accounting and Operations
Financial Reporting

Payroll Services
Personnel Complement Management
Procurement Services and Central Stores
Regulatory Compliance
University Budget Analysis
Utility Measurement and Cost Analysis



HUMAN RESOURCES

Employee Benefits
Employee Relations
Employment Services and Recruitment
Job Classification and Analysis
Labor Relations
Legal Compliance

Performance Management
Protection of Minors and
Background Checks
Training and Development
Wage and Salary Administration
Worker's Compensation



FACILITIES

Architectural Services
Campus Facilities Master Planning
Custodial Care
Energy Management and Production

Engineering and Construction
Environmental Health and Safety
Facilities Operations
Recycling and Sustainability



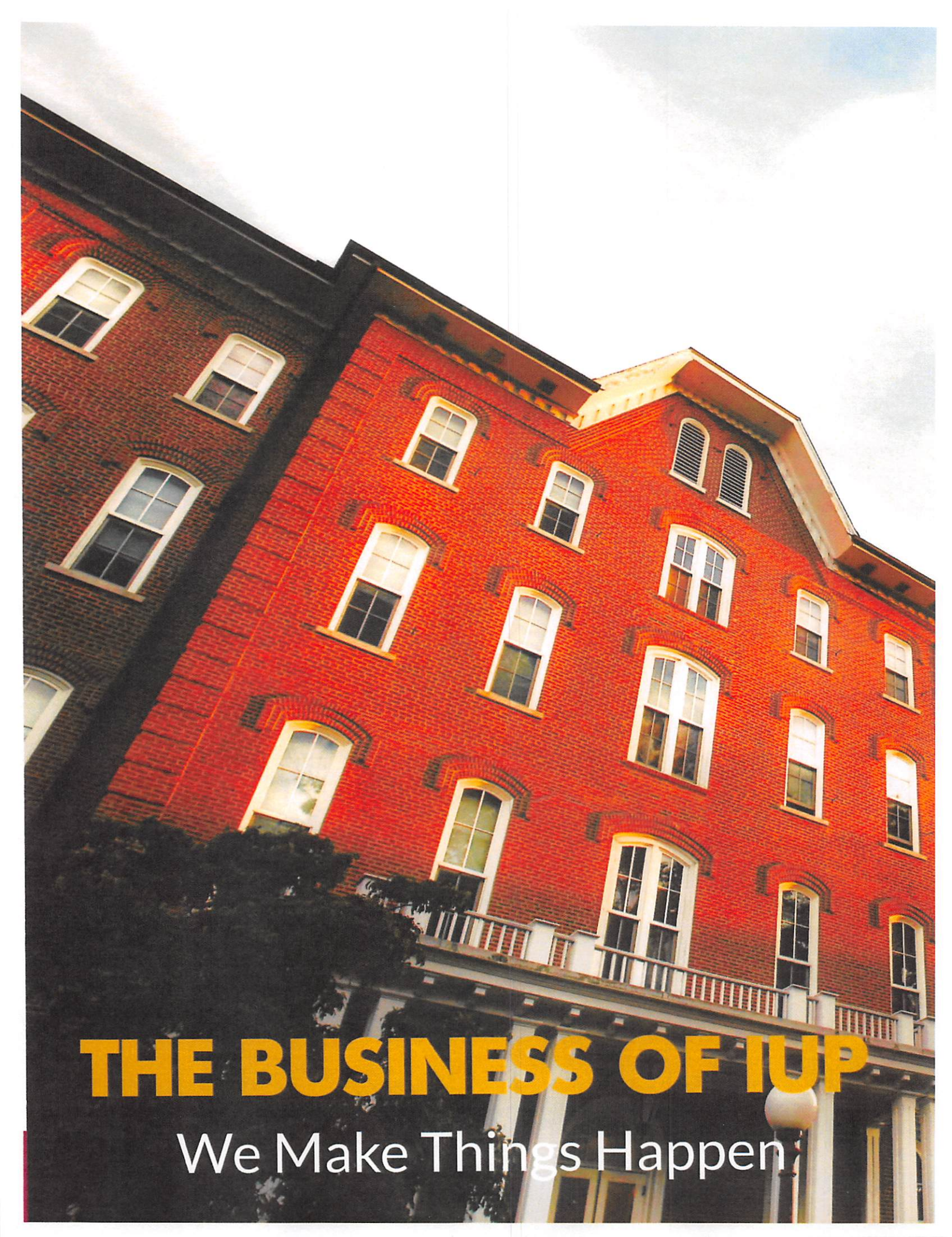
GENERAL OPERATIONS

Card and Vending Services
Conference Services
Customer Care
Diversity Supplier Program
Efficient Processes
Emergency Management
Kovalchick Complex/Hotel Liaison
Kovalchick Convention and Athletic Complex

Parking Services
Postal Services
Printing Services
Public Safety and University Police
Real Estate Acquisitions and Development
Right-to-Know
Special Projects
Technology Enhancements

INDIANA UNIVERSITY OF PENNSYLVANIA
ADMINISTRATION AND FINANCE DIVISION

"We Make Things Happen"



THE BUSINESS OF IUP

We Make Things Happen



MISSION

The Administration and Finance Division supports the mission of the university by providing excellent professional support services to all constituents, through continuous improvement and efficient, high-quality operations. The division provides stewardship of the university's fiscal, human, and physical assets, while fostering a culture of service within a safe and secure environment.



VISION

The Administration and Finance Division will be known as a leader within higher education, through the ethical and persistent pursuit of innovative support solutions for the customers we serve.



VALUES

Do things better

*Dedication to continuous improvement.
Strive for excellence in customer service.
Appropriate use of applied technology.*

Do better things

*Utilize innovative technology to be transformative.
Encourage personal and institutional growth.
Promote communication, cooperation, collaboration, and change.
Use of appropriate best practices, benchmarking, and "best in class" initiatives.*

Do the right thing

*Commitment to high standards of ethical conduct.
Demonstrate integrity and respect in all we do.
Relationships matter.*



STRATEGIC PLAN

*Administration and
Finance 2015-2020*

DIVISIONAL GOALS (AF)

- AF 1. Ensure financial sustainability.
- AF 2. Promote a hospitable, safe, and secure environment.
- AF 3. Develop and maintain state-of-the-art facilities that support the university's academic plan.
- AF 4. Develop, utilize, and provide innovative business and technological solutions that ensure revenue generation and enhancement, growth, and efficiencies, with a focus on exemplary service.
- AF 5. Pursue "Employer of Choice" status.
- AF 6. Provide for the acquisition of equipment, supplies, and services, meeting the needs of the customer.
- AF7. Ensure compliance with all regulatory requirements.

DEPARTMENTAL GOALS, STRATEGIES, AND TACTICS

BUDGET (BD)

GOAL BD 1: ENSURE CURRENT AND FUTURE FINANCIAL STABILITY (AF 1)

Measure BD 1: Maintaining a balanced budget

Strategy BD 1.1: Develop and maintain a balanced budget

Tactic BD 1.1.1: Realign personnel and operating budgets to match actual spending.

Tactic BD 1.1.2: Develop and implement divisional personnel and operating reduction targets.

Tactic BD 1.1.3: Provide one-time reserve funds to cover shortfalls.

Tactic BD 1.1.4: Provide a current year reserve to fund non-budgeted requests, while maintaining a balanced budget.

Tactic BD 1.1.5: Maintain an emergency reserve as required by the Council of Trustees.

Responsible Person(s): Budget Director, Budget Analyst

Measure BD 1: Actual salary and benefits match provided estimates

Strategy BD 1.3: Provide accurate personnel budget information

Tactic BD 1.3.1: Utilize most recent System benefit assumptions for personnel estimates.

Tactic BD 1.3.2: Maintain knowledge of collective bargaining agreement terms.

Tactic BD 1.3.3: Monitor all personnel changes and make required budget adjustments.

Tactic BD 1.3.4: Verify labor distributions affecting general fund personnel budgets.

Tactic BD 1.3.5: Use the Position Budget Management System (PBM) to model various scenarios for future personnel projections.

Responsible Person(s): Budget Analysts

Measure BD 1: Completion of multi-year budget projections using current assumptions

Strategy BD 1.2: Provide projection of future financial needs

Tactic BD 1.2.1: Develop three-year budget projection scenarios analyzing the effect of changes in enrollment, System funding, tuition rates, collective bargaining agreements, and the development of new revenue generation programs.

Responsible Person(s): Budget Office Staff



GOAL BD 2: COSTS ANALYSIS (AF 1)

Measure BD 2: Cost estimates covered actual costs

Strategy BD 2.1: Managing costs

Tactic BD 2.1.1: Provide budget impact analysis on justification to fill forms, for hiring of all non-instructional employees.

Tactic BD 2.1.2: Develop all shop rates used to charge out expenses to departments based on work order system.

Tactic BD 2.1.3: Calculate the administrative overhead fees for Housing, Dining, Culinary, Fairman Centre, Health Services, and all phases of Residential Revival.

Tactic BD 2.1.5: Provide detailed personnel reconciliation, by bargaining unit, of the change in cost and FTE from prior fiscal year to current fiscal year.

Responsible Person(s): Budget Director, Budget Analyst

GOAL BD 3: MANAGE UTILITY COSTS (AF 1)

Measure BD 3: Utility costs lower than current retail rate for commercial consumers

Strategy BD 3.1: Continue to implement utility cost reduction strategies

Tactic BD 3.1.1: Hedge purchasing of natural gas and electricity.

Tactic BD 3.1.2: Interact with plant manager to plan for operating and maintenance expenditures of IUP's Cogeneration Plant.

Tactic BD 3.1.3: Coordinate utility purchases and economic programs with Ictec, monitoring the market to determine when it is economically feasible to produce electric and steam through cogeneration.

Responsible Person(s): Budget Director, Budget Analyst

GOAL BD 4: REVENUE GENERATION (AF 4)

Measure BD 4: Revenue projections match the actual future revenue based on the same assumptions

Strategy: BD 4.1 Identify new revenue sources

Tactic BD 4.1.1: Develop and analyze tuition programs (tuition pilots).

Tactic BD 4.1.2: Develop a tuition incentive model for colleges to increase their credit-hour production resulting in additional tuition revenue and funding for colleges.

Tactic BD 4.1.3: Analyze and provide revenue projections based on various enrollment and tuition assumptions.

Tactic BD 4.1.4: Perform extensive analysis on proposed changes in student fees.

Tactic BD 4.1.5: Analyze and calculate summer and winter earnings agreements which provide incentive funding to Academic Affairs.

Tactic BD 4.1.6: Review and implement new PJM revenue programs, along with existing generation programs (load response, capacity market and generation) to maximize Cogeneration Plant revenue.

Tactic BD 4.1.7: Ensure timely and accurate utility billing to non-IUP facilities.

Responsible Person(s): Budget Director, Budget Analyst





GOAL BD 5: BUDGET REPORTING AT CAMPUS LEVEL (AF 4)

Measure BD 5: Providing actual historical information to university community

Strategy BD 5.1: Provide information to senior management

Tactic BD 5.1.1: Provide monthly vacancy, overtime, student employment, reserve, departmental spending reports, Cogeneration Plant activity, and list of detailed items funded through the carryover reserve.

Tactic BD 5.1.2: Publish the annual "Mid-Year Budget Report".

Tactic BD 5.1.3: Publish the annual "Cogen Budget Report".

Tactic BD 5.1.4: Provide various schedules, graphs and support for presentations to the University Budget Advisory Committee.

Tactic BD 5.1.5: Develop and maintain a historical analysis of actual revenue and expenditures by category, by fiscal year.

Responsible Person(s): Budget Director, Budget Office Staff

Measure BD 5: Budget holders correctly using the Business Intelligence (BI) system

Strategy BD 5.2: Advance the utilization of SAP BI by budget holders

Tactic BD 5.2.1: Provide leadership for development and maintenance of SAP BI reporting.

Tactic BD 5.2.2: Provide budget holder training documents for use of SAP BI.

Responsible Person(s): Budget Analyst

Measure BD 5: Providing current up-to-date information

Strategy BD 5.3: Provide current information on IUP's website

Tactic BD 5.3.1: Update and maintain the Energy Management website to provide current and relevant reporting.

Tactic BD 5.3.2: Update the Energy Observation form for reporting energy waste on campus.

Tactic BD 5.3.3: Update the Budget Office website with the most current reports and forms.

Responsible Person(s): Budget Director, Budget Analyst

GOAL BD 6: REQUIRED EXTERNAL REPORTING (AF 7)

Measure BD 6: Providing accurate results

Strategy BD 6.1: Provide information to the Office of the Chancellor and outside consultants

Tactic BD 6.1.1: Annually develop and complete the state budget submission for the Budget Report, Interim Budget Report and Action Plan.

Tactic BD 6.1.2: Complete and submit annually the IUP Utility Usage reports to Penn State Facilities Engineering Institute.

Tactic BD 6.1.3: Provide Sightlines with annual information on actual costs for IUP housing and dining, Cogeneration budget versus actual, the actual Cogeneration revenue, fuel usage and the percentage of electric and steam output from the Cogeneration Plant.

Tactic BD 6.1.4: Provide Right to Know information as requested.

Responsible Person(s): Budget Director, Budget Office Staff

ADMINISTRATION, BUSINESS AND HOSPITALITY SERVICES (AB)

GOAL AB 1: REVENUE GENERATION AND GROWTH (AF1 AND AF4)

Measure AB 1 – Attainment of budgeted revenues, annual positive net operating income and positive fund balance

Measure AB 1 – Weekly and monthly review of financial reports to evaluate projected sponsorship attainment, I-card and vending related sales, and annual net revenues submitted for scholarship use

Strategy AB 1.1: Increase extramural funding to support student scholarship at IUP

Tactic AB 1.1.1: Continue and expand the development of private marketing and sponsorship revenue to benefit the academic mission of the university through support of student scholarships by contracted third party efforts.

Responsible Person(s) : Kovalchick Complex Director of Corporate Sales

Tactic AB 1.1.2: Continue and expand the development of internally generated vending related revenues to benefit the academic mission of the university through support of student scholarships.

Responsible Person(s): Director of Card and Vending Services

Strategy AB 1.2: Develop unit performance targets and net revenue goals and incentives

Tactic AB 1.2.1: Develop annual budgets with detailed revenue and cost projections to maintain a better than break-even, positive fund balance and self-supporting status for: IUP Conference Services, Parking and Transportation Services, Printing Center, I-Card, Vending, and Kovalchick Complex event operations.

Responsible Person(s): Business Services Leadership Team

Tactic AB 1.2.2: Develop annual revenue plans including supporting marketing initiatives to capture new sources of non-university revenue for all self-supporting departments.

Responsible Person(s): Business Services Leadership Team

Tactic AB 1.2.3: Monthly and annual review of net revenue attainment to previous year and budget for all self-supporting Business Services departments.

Responsible Person(s): Business Services Leadership Team

Tactic AB 1.2.4: Develop and maintain agreements with outside vendors, including incentives for net revenue attainment and safeguards against financial losses. All to be based on accurately developed annual budgets.

Responsible Person(s): Business Services Leadership Team, Director of Procurement Services

Strategy AB 1.3: Research, develop and implement new sources of net revenue and maintain growth of existing revenue sources

Tactic AB 1.3.1: Develop and implement targeted marketing strategies aimed at growing attendance at IUP athletic events.

Responsible Person(s): Kovalchick Complex General Manager, Director of Corporate Sales, Director of Marketing and Group Sales



Tactic AB 1.3.2: Increase regional, state, and global recognition of IUP.

Responsible Person(s): Business Services Leadership Team

Tactic AB 1.3.3: Achieve and communicate regional and national industry recognition.

Responsible Person(s) : Kovalchick Complex General Manager

Tactic AB 1.3.4: Book and promote nationally and internationally recognized conferences, entertainment and televised events.

Responsible Person(s): Director of Conference Services, Kovalchick Complex General Manager

Tactic AB 1.3.5: Research expansion of printing services to include new net-revenue producing printing applications.

Responsible Person(s): Printing Services Supervisor

GOAL AB 2: DEVELOP INNOVATIVE SERVICES AND OPERATING SYSTEMS (AF 4)

Measure AB 2 – Implementation of new systems and purchase of new equipment

Measure AB 2 – Realignment and smooth operation of departments

Strategy AB 2.1: Research, develop and implement new service offerings

Tactic AB 2.1.1: Implementation of interface between CBORD and Digital Iris Parking Management System.

Responsible Person(s): Director of Card and Vending Services, Parking Services Manager

Tactic AB 2.1.2: Development of a self-service student walk-up printing center within the newly renovated basement of Folger Hall.

Responsible Person(s): Printing Services Supervisor

Tactic AB 2.1.3: Develop and offer payment processing services to IUP student organizations.

Responsible Person(s): Director of Card and Vending Services

Strategy AB 2.2: Review business processes to eliminate redundancy, simplify workflows and introduce appropriate process revisions and/or technological solutions to promote efficiency

Tactic AB 2.2.1: Complete the administrative realignment and restructuring of appropriate university business activities under the Office of Administration, Business and Hospitality Services.

Responsible Person(s): Assistant Vice President for Administration

Tactic AB 2.2.2: Evaluate departmental activities and identify opportunities for improvement in equipment, technology, and streamlining of service delivery.

Responsible Person(s): Business Services Leadership Team

Tactic AB 2.2.3: Implementation of a pay-by-phone application for Parking Services.

Responsible Person(s): Parking Services Manager

Tactic AB 2.2.4: Implementation of an interface between the C-Bord operating system and the Digital Iris Parking Management System to enable the I-Card to be used as a payment solution at parking pay-by-space machines.

Responsible Person(s): Director of Card and Vending Services, Parking Manager

Tactic AB 2.2.5: Upgrade of the Kovalchick Complex New Era/Paciolan ticket sales software to allow for interactive select-a-seat ticket purchases for on-line event ticket customers.

Responsible Person(s): Kovalchick Complex General Manager





Tactic AB 2.2.6: Successful completion of the RFP2015-08 Selection Process for Private Management of the Kovalchick Complex and smooth transition to a new third party management services provider.

Responsible Person(s): Assistant Vice President for Administration, Vice President's Office, Procurement Services

Measure AB 2 – Number of new business partnerships established

Measure AB 2 – Clarity and frequency of internal and external communication

Strategy AB 2.3: Develop and implement internal and external university business partnerships

Tactic AB 2.3.1: Develop a cooperative marketing and booking relationship between IUP Hospitality related entities including, but not limited to: Dining Services, Campus Housing, Kovalchick Complex, University Hotel (under construction), and IUP Conference Services, with the goal of growing conference and entertainment related bookings of regional significance.

Responsible Person(s): Business Services Leadership Team

Tactic AB 2.3.2: Communicate the department's marketing objectives and strategies internally to secure university-wide awareness and support.

Responsible Person(s): Business Services Leadership Team

Tactic AB 2.3.3: Develop and implement external/community business partnerships.

Responsible Person(s): Business Services Leadership Team

Tactic AB 2.3.4: Continue and grow pre-event communication, shared marketing, and booking interaction between the Kovalchick Complex and local organizations including: Chamber of Commerce, Downtown Indiana, Indiana Tourist Bureau.

Responsible Person(s): Kovalchick Complex General Manager

GOAL AB 3: IMPROVE HOSPITALITY AND CUSTOMER SERVICE – AF 2

Measure AB 3 – Customer satisfaction survey tools to collect and evaluate customer feedback, service statistics and return intent

Measure AB 3 – Employee satisfaction survey tool and regular employee communications meetings to generate direct and timely feedback

Strategy AB 3.1: Implement strategies to elevate staff morale, to promote positive job performance, hospitable service interactions, and positive customer return intent

Tactic AB 3.1.1: Advance cultural enrichment, civil behavior, tolerance, understanding, and mutual respect in the university and community.

Responsible Person(s): Business Services Leadership Team

Tactic AB 3.1.2: Development of a diverse schedule of entertainment and conference events.

Responsible Person(s): Director of Conference Services, Kovalchick Complex General Manager, Conference Sales Manager

Tactic AB 3.1.3: Promote civil behavior during IUP sponsored events.

Responsible Person(s): Kovalchick Complex Management Team

Tactic AB 3.1.4: Continue to aggressively enforce IUP operating guidelines, policies, and state regulations when it comes to the consumption of alcohol.

Responsible Person(s): Kovalchick Complex Management Team, Director of Conference Services

Tactic AB 3.1.5: Continually improve IUP's welcome to and support for people with disabilities.

Responsible Person(s): Business Services Leadership Team

Tactic AB 3.1.6: Regular inspection of ADA parking spaces for deficiencies including overall number, clear designation, and appropriate location, and if necessary, make corrections in a timely manner.

Responsible Person(s): Parking Services Manager

Tactic AB 3.1.7: Continue to prioritize ADA spots first when enforcing parking regulations in each lot followed by reserved spaces, pay-by-space and commuter spaces.

Responsible Person(s): Parking Services Manager

Tactic AB 3.1.8: Implement mandatory department-wide customer service and hospitality training.

Responsible Person(s): Business Services Leadership Team

Tactic AB 3.1.9: Implement departmental recognition program for positive staff service and hospitality performance.

Responsible Person(s): Business Services Leadership Team

Tactic AB 3.1.10: Fund and implement a program to purchase updated uniforms.

Responsible Person(s): Assistant Vice President for Administration

FACILITIES MANAGEMENT (FM)

GOAL FM 1: PRACTICE SOUND FINANCIAL MANAGEMENT, COST CONTAINMENT MEASURES AND EFFICIENCY (AF 1)

Measure FM 1: Establishing realistic project budgets and working within those budgets

Strategy FM 1.1: Reduce funds that are at risk for reversion

Tactic FM 1.1.1: Monitor and manage project budgets.

Tactic FM 1.1.2: Proactively repurpose project budget surplus.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Engineering and Construction

Strategy FM 1.2: Reduce the facilities building operating cost by five percent

Tactic FM 1.2.1: Expand preventive maintenance program.

Responsible Person(s): Director of Operations, Trade Shop Foremen

Tactic FM 1.2.2: Student, faculty, and staff awareness.

Responsible Person(s): Director of Operations, IUP Daily

Strategy FM 1.3: Develop comprehensive Facilities Operations budget forecasting

Tactic FM 1.3.1: Review last five years funding versus budget.

Responsible Person(s): Director of Operations

Tactic FM 1.3.2: Correctly categorize funding source for respective need.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations



GOAL FM 2: PROVIDE EXCELLENT DELIVERY OF SERVICES TO CUSTOMERS THROUGH FEEDBACK, USE OF TECHNOLOGY AND EMPOWERMENT (AF 6)

Measure FM 2: Feedback from Sightlines, surveys and word of mouth

Strategy FM 2.1: Develop a project delivery system that includes the customer

Tactic FM 2.1.1: Initiate yearly customer survey.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

Tactic FM 2.1.2: Develop programming as a priority, prior to engagement of design team.

Responsible Person(s): Director of Engineering and Construction

Strategy FM 2.2: Develop and implement an annual campus-wide work order planning and training event

Tactic FM 2.2.1: Initiate yearly work order training at the start of fall classes.

Responsible Person(s): Director of Operations, Work Order Team (including student workers)

Strategy FM 2.3: Empower Facilities staff to initiate work orders by surveying needs

Tactic FM 2.3.1: Encourage both custodians and tradesmen to identify needs (self- policing).

Responsible Person(s): Director of Operations, Facilities Staff

Strategy FM 2.4: Implement project meetings, including the project professionals and all other areas of operations

Tactic FM 2.4.1: Schedule regular meetings at critical project phases.

Responsible Person(s): Director of Operations, Director of Engineering and Construction

Strategy FM 2.5: Improve the customer's first-time submittal of work orders

Tactic FM 2.5.1: Follow-up communication with all first time submittals.

Tactic FM 2.5.2: Proactively offer assistance.

Responsible Person(s): Work Order Team



GOAL FM 3: PROVIDE AN INFRASTRUCTURE AND ENVIRONMENT THAT FOCUSES ON EFFECTIVE AND PRODUCTIVE COMMUNICATIONS (AF 3)

Measure FM 3: Assessment of attitude of staff and proactive communication

Strategy FM 3.1: Publish a Facilities Management weekly update

Tactic FM 3.1.1: Weekly update on projects, upcoming tasks, rumors, and gossip.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

Strategy FM 3.2: Develop, maintain, and expand a Facilities Project Management database

Tactic FM 3.1.2: Consolidate project tracking into one comprehensive system.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

Strategy FM 3.3: Develop a design and construction standards manual

Tactic FM 3.1.3: Initiate a comprehensive document for distribution to all design professionals.

Responsible Person(s): Associate Vice President for Facilities Management, Assistant to the Vice President for Special Projects, Entire Facilities Team



GOAL FM 4: MAINTAIN SERVICES THAT KEEP THE UNIVERSITY IN COMPLIANCE WITH REGULATORY REQUIREMENTS AND CURRENT BUILDING CODES (AF 2)

Measure FM 4: Proof of regular and consistent conformance to all regulatory requirements

Strategy FM 4.1: Review/survey university space usage of the educational plant every five years, updating changes in plant footages as they occur

Tactic FM 4.1.1: Maximize space usage.

Responsible Person(s): Registrar, Provost, Deans, Chairs

Tactic FM 4.1.2: Inventory space "ownership".

Responsible Person(s): Space Advisory Committee, Registrar, Provost, Deans, Chairs

Strategy FM 4.2: Develop and implement a project quality assurance program for major and minor construction services

Tactic FM 4.2.1: Establish procedures for routine and regular quality review.

Responsible Person(s): Director of Operations, Director of Engineering and Construction

Strategy FM 4.3: Periodically assess all facilities-related site infrastructure

Tactic FM 4.3.1: Comprehensive yearly review of campus-wide infrastructure.

Responsible Person(s): Engineering and Construction, Operations Trades (Mechanical, Electrical, Plumbing) Foremen

Strategy FM 4.4: Establish a base-line facilities assessment index

Tactic FM 4.3.2: Revise and update deferred maintenance needs.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction, Sightlines

Strategy FM 4.5: Develop a process to update design criteria and standards for the university's design and construction standards guide

Tactic FM 4.3.3: Yearly review identifying outdated material, changes in code, new products, and changes in long range planning.

Responsible Person(s): Associate Vice President for Facilities Management, Assistant to the Vice President for Special Projects, Director of Operations, Director of Engineering and Construction, Engineering and Construction Staff, Operations Foreman

GOAL FM 5: UTILIZE TECHNOLOGY TO IMPROVE THE FACILITIES MANAGEMENT INTERNAL PROCESSES (AF 4)

Measure FM 5: Elimination of paper files and easy retrieval of electronic data

Strategy FM 5.1: Complete digitization of Facilities Management plans and project documents

Tactic 5.1.1: Establish a schedule to complete digitization of all construction related documents and project records.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Engineering and Construction

Strategy FM 5.2: Implement desktop viewing of all Facilities Management architectural files

Tactic 5.2.1: Upgrade appropriate desktop monitors for viewing large documents.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Engineering and Construction, IT Services

Strategy FM 5.3: Standardize electronic filing system

Tactic 5.3.1: Establish uniform filing system for easy record retrieval.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Engineering and Construction

GOAL FM 6: DEVELOP AND INTEGRATE BEST BUSINESS PRACTICES TO INCREASE EFFICIENCY AND EFFECTIVENESS (AF 4)

Measure FM 6: Doing more with less without losing quality of finished product

Strategy FM 6.1: Implement sustainable standards within 3-5 years

Tactic 6.1.1: Prepare for mandated environmental compliance.

Responsible Person(s): Associate Vice President for Facilities Management, Vice President for Administration and Finance, President's Cabinet

Strategy FM 6.2: Standardize all facilities documents, practices and procedures

Tactic 6.1.2: Develop procedures consistent with regulatory agencies and IUP design and construction standards.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

GOAL FM 7: ENSURE THE ACADEMIC, PROFESSIONAL AND PERSONAL SUCCESS OF ALL INDIVIDUALS WITHIN FACILITIES MANAGEMENT (AF 5)

Measure FM 7: Number of individuals taking advantage of opportunities

Strategy FM 7.1: Provide training opportunities to trade personnel in achieving certifications and licenses and growth in area of expertise

Tactic 7.1.1: Periodically encourage staff to take advantage of personal growth opportunities.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

Strategy FM 7.2: Provide training for project managers to obtain Leadership in Energy and Environmental Design (LEED) and project management certifications

Tactic 7.2.1: Support/encourage project managers to seek out career development.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Engineering and Construction

Strategy FM 7.3: Provide clerical staff with opportunities to take courses and training to broaden their skills

Tactic 7.3.1: Regularly encourage clerical staff to take advantage of personal growth opportunities.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

Strategy FM 7.4: Provide professional development opportunities to managers and supervisors

Tactic FM 7.4.1: Consistently encourage managers and supervisors to seek out development opportunities for themselves as well as staff.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

Strategy FM 7.5: Develop annual code compliance training for project managers and operations staff

Tactic FM 7.5.1: Meet annually to answer code compliant questions and to discuss changes to the building code.

Responsible Person(s): Director of Operations, Director of Engineering and Construction



GOAL FM 8: PROVIDE A POSITIVE AND SUPPORTIVE WORK ENVIRONMENT (AF 5)

Measure FM 8: Annual meeting with vice president minimizes general concerns and complaints

Strategy FM 8.1: Provide cross-training opportunities for staff to help support each area or department

Tactic FM 8.1.1: Identify areas of strength and use their successes to strengthen weaker performances.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

Strategy FM 8.2: Provide team development and customer service training for personal and professional growth

Tactic FM 8.2.1: Annual comprehensive performance review of Facilities Management.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

Tactic FM 8.2.2: Establish peer review to identify areas of strength and use their successes to strengthen weaker performances.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Operations, Director of Engineering and Construction

GOAL FM 9: DEVELOP AND MAINTAIN STATE-OF-THE-ART FACILITIES THAT SUPPORT THE UNIVERSITY'S ACADEMIC PLAN (AF 3)

Measure FM 9: Annual Sightlines report comparing IUP to its peers

Strategy FM 9.1: Implement distribution and use of design and construction standards to all design professionals

Tactic 9.1.1: Prioritize the distribution of IUP design and construction standards at initial meeting of design professional to do work on the IUP campus.

Responsible Person(s): Associate Vice President for Facilities Management, Director of Engineering and Construction

Strategy FM 9.2: Support the development of an Academic Facilities Master Plan

Tactic 9.1.2: Encourage the provost and cabinet to develop an Academic Facilities Master Plan.

Responsible Person(s): Associate Vice President for Facilities Management, Assistant to the Vice President for Special Projects, Provost, President's Cabinet



FINANCE (FI)

GOAL FI 1: ENSURE THE FINANCIAL HEALTH OF THE INSTITUTION AND SYSTEM (AFI

Measure FI 1: Unmodified opinion on financial statements, A-133 and all other internal or external reviews and sufficient cash flows to meet institutional obligations; increased collection of Attorney General write-off accounts; development and adoption of investment in plant performance measure

Strategy FI 1.1: Receive unmodified opinion on audited financial statements

Tactic FI 1.1.1: Ensure proper internal controls are considered in development of financial systems, policies, and procedures.

Tactic FI 1.1.2: Ensure compliance with System, federal, state, and local governing regulations.

Tactic FI 1.1.3: Stay abreast of new updates to General Accounting Standards Board, Internal Revenue Service, and Generally Accepted Accounting Principles.

Tactic FI 1.1.4: Monitor university cash flow.

Tactic FI 1.1.5: Maintain all critical account reconciliations.

Tactic FI 1.1.6: Provide accurate and timely reporting of revenues and expenses, payment of university liabilities, collections of university revenues, payment of university employees, and analysis of university unrestricted net assets.

Tactic FI 1.1.7: Ensure timely and accurate billing of student tuition and fees.

Tactic FI 1.1.8: Ensure timely collection and reporting of general revenues.

Tactic FI 1.1.9: Ensure procurement card systems remain PCI compliant.

Tactic FI 1.1.10: Ensure compliance with export control regulations.

Responsible Person(s): Associate Vice President for Finance, Director of Financial Operations, Bursar, all Finance Managers and Staff, President, and President's Cabinet

Strategy FI 1.2: Develop and maintain student-receivable collection systems to reduce bad debt expense

Tactic FI 1.2.1: Implementation of Ellucian CRC to continue collections beyond Attorney General write-off status.

Tactic FI 1.2.1: Develop mechanism for student certification of terms and conditions which will permit the university to do credit reporting on delinquent student accounts.

Responsible Person(s): Bursar

Strategy FI 1.3: Monitor data utilized for the System Financial Assessment

Tactic FI 1.3.1: Perform analysis of university financial performance utilizing Moody's Financial Ratios.

Tactic FI 1.3.2: Develop and implement a performance measure related to investment in plant.

Responsible Person(s): Associate Vice President for Finance

Strategy FI 1.4: Act as liaison for all institutional financial audits or reviews

Tactic FI 1.4.1: Ensure notification and inclusion of appropriate department personnel.

Tactic FI 1.4.2: Ensure that audit teams receive requested data/information in a timely and accurate manner.

Tactic FI 1.4.3: Coordinate development of management's response to audit findings/recommendations.

Tactic FI 1.4.4: Ensure that appropriate departments implement resolution plans for findings/recommendations.

Responsible Person(s): Associate Vice President for Finance, Director of Financial Operations





GOAL FI 2: IMPLEMENT STATE-OF-THE-ART TECHNOLOGY TO PROVIDE USER FRIENDLY SYSTEMS FOR CUSTOMERS (AF4)

Measure FI 2: Implementation of systems and increase in number of users

Strategy FI 2.1: Implementation of Touchnet Mobile and Mobile Marketplace

Tactic FI 2.1.1: Procure and implement Touchnet mobile and Mobile Marketplace systems to allow IUP customers to make payment from mobile devices.

Tactic FI 2.1.2: Encourage the use of Mobile Marketplace with departments that may need to collect fees on site at their events/activities.

Responsible Person(s): Bursar

Strategy FI 2.2: Implementation of SAP Travel Management System

Tactic FI 2.2.1: Ensure decision rules are appropriate as the first pilot group of users is activated.

Tactic FI 2.2.2: Evaluate timeliness of processing and issuance of travel reimbursements.

Tactic FI 2.2.3: Expand availability university-wide and provide necessary training.

Responsible Person(s): Director of Financial Operations

GOAL FI 3: ENSURE COMPLIANCE WITH BOG POLICIES RELATED TO AFFILIATE AGENCY REQUIREMENTS (AF1, AF7)

Measure FI 3: Council of Trustees approval of resolutions and final submission to chief counsel by December 31 each year

Strategy FI 3.1: Complete annual submission of all required documents to chief legal counsel

Tactic FI 3.1.1: Ensure timely renewal of affiliate agreements.

Tactic FI 3.1.2: Maintain all current memorandums of understanding, affiliation agreements, letters of incorporation, and board member listings.

Tactic FI 3.2.3: Review of all transactions between the university and the affiliates.

Responsible Person(s): Associate Vice President for Finance, Director of Financial Operations

GOAL FI 4: ADVANCE RESEARCH AND SCHOLARLY ACTIVITY (AF4)

Measure FI 4: Development and implementation of operating procedures and successful transition of responsibilities

Strategy FI 4.1: Provide support for the development and implementation of a new organizational structure for the post award administration of research and scholarly activity

Tactic FI 4.1.1: Development of organizational structure proposal.

Tactic FI 4.1.2: Support transition of responsibilities to the new organizational structure.

Responsible Person(s): Director of Financial Operations, Director of Grant and Special Fund Accounting

GOAL FI 5: CONTINUED SUPPORT OF RESIDENTIAL REVIVAL PUBLIC/PRIVATE FINANCING RELATIONSHIP (AF1, AF7)

Measure FI 5: Approval of annual operations and maintenance budgets, meeting financing covenant debt service ratios, maintaining financing for all four phases

Strategy FI 5.1: Provide leadership for the Residential Revival budget group

Tactic FI 5.1.1: Development of annual operation and maintenance projections, proposing room rates, and projecting and analyzing debt ratios.

Tactic FI 5.1.2: Ensure compliance with provisions of the excess cash flow distribution.

Tactic FI 5.1.3: Provide analysis of student receivables.

Responsible Person(s): Associate Vice President for Finance

GOAL FI 6: PROVIDE SUPPORT TO ENSURE NCAA COMPLIANCE (AF7)

Measure FI 6: Reports completed and filed by deadlines with no errors

Strategy FI 6.1: NCAA reporting

Tactic FI 6.1.1: Review methods of analysis of athletics revenue and expenditure data for reporting to ensure accurate reporting to the NCAA.

Responsible Person(s): Associate Vice President for Finance

GOAL FI 7: PROVIDE PROFESSIONAL DEVELOPMENT AND CUSTOMER SERVICE TRAINING OPPORTUNITIES FOR ALL STAFF

Measure FI7: Maintain staff certifications, increase customer service, reduce complaints

Strategy FI 7.1: Encourage all staff to take advantage of professional development opportunities

Tactic 7.1.1: Take advantage of professional-development opportunities to maintain required CPE credits for CPAs.

Tactic 7.1.2: Provide customer service training for all staff.

Responsible Person(s): All Finance Staff





HUMAN RESOURCES (HR)

GOAL HR1: IMPROVE TIME TO FILL FOR VACANCIES (AF4, AF5, AF6, AF7)

Measure HR1: Days, reported through system (measured from date position is approved to date filled)

Strategy HR 1.1: Improve the selection process

Tactic HR 1.1.1: Implement NeoGov Insight including re-engineered processes.

Tactic HR 1.1.2: Revisit interview/selection processes/documents.

Responsible Person(s): Employment Manager

GOAL HR2: IMPROVE EMPLOYEE SATISFACTION (AF4, AF5, AF6, AF7)

Measure HR2: Survey tool (to be developed/implemented spring 2016)

Strategy HR 2.1: Improve communications

Tactic HR 2.1.1: Enhance Human Resources website to provide more easily accessible information.

Tactic HR 2.1.2: Expand Employee Self Service.

Responsible Person(s): HRIS Administrator

Strategy HR 2.2: Electronic onboarding

Tactic HR2.2.1: Implement NeoGov onboarding.

Responsible Person(s): Onboarding Coordinator

Strategy HR 2.3: Improve rewards and recognition programs

Tactic HR 2.3.1: Inventory existing reward and recognition efforts.

Tactic HR 2.3.2: Research low cost reward and recognition programs.

Responsible Person(s): Onboarding Coordinator

GOAL HR3: IMPROVE LEGAL COMPLIANCE (AF4, AF5, AF6, AF7)

Measure HR3: Reduce the number of infractions

Strategy HR 3.1: Update policies

Tactic HR 3.1.1: Establish a personnel policy committee.

Tactic HR 3.1.2: Write an employee handbook.

Responsible Person(s): Associate Vice President for Human Resources

Strategy HR 3.2: Implement online training with user authentication

Tactic 3.2.1: Expand the offerings available online to staff.

Tactic 3.2.2: Participate on IUP Training Team.

Responsible Person(s): HRIS Administrator

GOAL HR4: IMPROVE EMPLOYEE PERFORMANCE (AF4, AF5, AF6, AF7)

Measure HR 4: Average performance rating with metrics available by rater, gross hours of participation (and by participant) in professional development

Strategy HR 4.1: Update job descriptions

Tactic HR 4.1.1: Update forms and procedures.

Tactic HR 4.1.2: Implement buck analysis for SCUPA positions.

Responsible Person(s): Classification Manager, Compensation Manager

Strategy HR 4.2: Improve performance evaluation tools and processes

Tactic HR 4.2.1: Implement new manager evaluation tool.

Tactic HR 4.2.2: Explore NeoGov performance module.

Responsible Person(s): Associate Vice President for Human Resources

Strategy HR 4.3: Expand professional development

Tactic HR 4.3.1: Establish a training calendar.

Responsible Person(s): Benefits Manager

Tactic HR 4.3.2: Establish an inventory of training materials starting with supervisory skills and performance management.

Responsible Person(s): Associate Vice President for Human Resources

PROCUREMENT SERVICES AND CENTRAL STORES (PS)

GOAL PS 1: ENSURE PERFORMANCE METRICS ARE RELEVANT, EFFECTIVE, AND SUPPORT ADMINISTRATION AND FINANCE MISSION AND STRATEGIC GOALS (AF

Measure PS 1: Performance against budget; analysis of departmental metrics; updates and enhance metrics to better reflect performance

Strategy PS 1.1: Verify current metrics against goal

Tactic PS 1.1.1: Identify key daily, weekly, monthly and semi-annual metrics for department and division.

Tactic PS 1.1.2: Test metrics for relevancy, redundancy, usefulness, and accuracy. Revise, delete, and keep.

Tactic PS 1.1.3: Communicate to stakeholders.

Responsible Person(s): Director, Supervisors

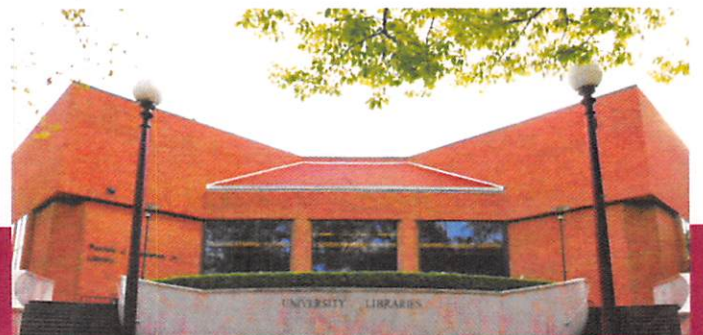
Strategy PS 1.2: Establish new metrics against goal (if needed)

Tactic PS 1.2.1 Conduct gap analysis.

Tactic PS 1.2.2 Obtain data, test metric.

Tactic PS 1.2.3 Communicate to stakeholders.

Responsible Person(s): Director, Supervisors





GOAL PS 2: PROVIDE A HOSPITABLE, SAFE, AND SECURE WORK ENVIRONMENT FOR EMPLOYEES, STUDENTS, AND BUSINESS PARTNERS (AF 2)

Measure PS 2: Staff attendance, training hours, lost-time/accident analysis

Strategy PS 2.1: Support training and education programs

Tactic PS 2.1.1 Ensure attendance to mandatory training (e.g. Title IX).

Tactic PS 2.1.2 Encourage self-directed study and sharing via staff meetings.

Responsible Person(s): Director, Supervisors

Strategy PS 2.2: Lead by example

Tactic PS 2.2.1 Make Administration and Finance mission, vision, and values visible in reception and work areas.

Responsible Person(s): Director

GOAL PS 2.3: DEVELOP AND IMPLEMENT A DISADVANTAGED/MINORITY OWNED BUSINESS PROGRAM (AF 2)

Measure PS 2.3: Number of, and total spend with disadvantaged/minority owned businesses

Strategy PS 2.3.1: Assess, plan, implement, verify

Tactic PS 2.B.1.1 Verify and/or develop means to identify, measure and track target businesses using SAP.

Tactic PS 2.B.1.2 Establish university network of enablers.

Tactic PS 2.B.1.3 Set up a contact database for correspondence, bid opportunities.

Tactic PS 2.B.1.4 Update website to market target group.

Tactic PS 2.B.1.5 Benchmark with other university programs.

Tactic PS 2.B.1.6 Develop/implement IUP "best practices".

Responsible Person(s): Director, Supervisors, Support

Strategy PS 2.3.2: Obtain professional certification from ISM (CPSD)

Responsible Person(s): Director

GOAL PS 4.1: ENSURE PROCUREMENT PRACTICES, PROCESSES, AND TECHNOLOGIES ARE CURRENT, EFFICIENT, AND EFFECTIVELY MEET THE NEEDS OF OUR BUSINESS PARTNERS (AF 4)

Measure PS 4.1: Completion of annual review, conference attendance, professional memberships

Strategy PS 4.1.1: Establish annual department review of operation improvement opportunities coordinated to budget cycle

Strategy PS 4.1.2: Stay current with procurement operation trends and breakthroughs through conferences and professional affiliations

Strategy PS 4.1.3: Implement ebid auctioning tool for RFP process

Responsible Person(s): Director, Supervisors

GOAL PS 4.2: ENSURE WAREHOUSE PRACTICES, PROCESSES, AND TECHNOLOGIES ARE CURRENT, EFFICIENT, AND EFFECTIVELY MEET THE NEEDS OF OUR BUSINESS PARTNERS (AF 4)

Measure PS 4.2: Status of system implementation, impact of change on performance, completion of annual review, conference attendance, professional memberships

Strategy PS 4.2.1: Upgrade current parcel tracking system

Tactic PS 4.2.1.1 Establish technology requirements with IT and Post Office.

Tactic PS 4.2.1.2 Reconcile supplier quotation with requirements.

Tactic PS 4.2.1.3 Obtain the necessary funding.

Tactic PS 4.2.1.4 Purchase and install new system.

Tactic PS 4.2.1.5 Verify operation and performance meets/exceeds goal.

Responsible Person(s): Director, Storeroom Supervisor/Staff, Post Office, IT Support

Strategy PS 4.2.2: Implement e-bid auctioning tool for surplus sales

Strategy PS 4.2.3: Improve system for tracking capital equipment

Strategy PS 4.2.4: Stay current with warehouse operation trends and breakthroughs through conferences and professional affiliations

Responsible Person(s): Director, Supervisors

GOAL PS 5: DEVELOP A FORWARD-LOOKING STAFFING STRATEGY THAT CONSIDERS THE EVOLUTION OF THE SUPPLY MANAGEMENT PROFESSIONAL AND RETIREMENT OF THE "BABY BOOMER" GENERATION (AF 5)

Measure PS 5: Analysis of "time to replace" transition and succession planning activities; employee retention in department

Strategy PS 5.1: Encourage and support education, certification, and professional development interests of employees

Strategy PS 5.2: Evaluate support function for Procurement Services and develop a pathway to purchasing agent succession

Strategy PS 5.3: Develop succession plan for director function

Strategy PS 5.4: Implement an internship/residency program with area undergraduate programs in supply management

Responsible Person(s): Director, Supervisors





GOAL PS 6: DEVELOP AND IMPLEMENT A PROCUREMENT SERVICES MARKETING PLAN TO ASSESS AND IDENTIFY CUSTOMER REQUIREMENTS AND EXPECTATIONS WHILE PROMOTING PROCUREMENT SERVICES (AF 6)

Measure PS 6: Customer survey, website "click" analysis

Strategy PS 6.1: Investigate use of audio-visual technology to enhance customer training and department website

Strategy PS 6.2: Evaluate current department website for user-friendliness and enhancement opportunities such as "live chat" and intuitive channeling

Strategy PS 6.3: Evaluate and improve services outreach to satellite campuses

Strategy PS 6.4: Enhance and improve use of Central Stores office supplies

Strategy PS 6.5: Ongoing communication, collaboration, and cooperation with Administration and Finance Division Management Team

Strategy PS 6.6: Network via IUP community, Indiana community, and suppliers to uncover opportunities and verify department initiatives for effectiveness

Responsible Person(s): Director, Supervisors, Support

GOAL PS 7: ENSURE COMPLIANCE WITH ALL PROCUREMENT AND WAREHOUSE REGULATORY REQUIREMENTS (AF7)

Measure PS 7: Complete transition of Right to Know (RTK) responsibilities, after the fact analysis, RTK response time

Strategy PS 7.1: Support state and university requirements for regulatory training and practices

Strategy PS 7.2: Ensure learning of state and federal procurement compliance laws are up-to-date

Strategy PS 7.3: Re-establish RTK Office in Procurement Services

Responsible Person(s): Director, Supervisors, Support

PUBLIC SAFETY AND UNIVERSITY POLICE (PD)

GOAL PD 1: STRENGTHEN IUP POLICE DEPARTMENT'S PROFESSIONAL DEPARTMENT STATURE (AF2, AF4)

Measure PD 1: Measure of performance: utilizing a survey tool or achieving accredited status

Strategy PD 1.1: Develop new departmental policy and procedures manual

Tactic PD 1.1.1: Write policies and procedures to national accreditation standards.

Tactic PD 1.1.2: Develop proofs of compliance, inspections, and audit processes to ensure policy and procedure compliance.

Tactic PD 1.1.3: Train all existing personnel on new policies.

Tactic PD 1.1.4: Ensure field training officer program is reformatted to new policy standards.

Tactic PD 1.1.5: Pursue national accreditation through International Association of Campus Law Enforcement Administrators.

Responsible Person(s): Director

GOAL PD 2: ENHANCE IUP'S EMERGENCY MANAGEMENT CAPACITY (AF2)

Measure PD 2: Updated emergency operations and hazard mitigation plan

Strategy PD 2.1: Rewrite IUP's emergency operations plan (EOP), emphasize orientation and training to new EOP

Tactic PD 2.1.1: Use local PEMA/EMA and private resources to collaboratively co-author and properly account for resources/responsibilities in new EOP.

Tactic PD 2.1.2: Train key personnel on campus to new EOP standards, roles, and responsibilities.

Tactic PD 2.1.3: Develop Memorandum of Agreements with EMA/PEMA/ borough and other partners for resource sharing and training.

Tactic PD 2.1.4: Promote IUP as a training resource for western Pennsylvania so the university may benefit from on-site training and enhance professional contacts and image.

Responsible Person(s): Director, Emergency Management Coordinator

GOAL PD 3: ALIGN IUP POLICE DEPARTMENT REPORT-WRITING AND CASE MANAGEMENT DATABASES WITH CAMPUS-WIDE COMPATIBLE SYSTEMS (AF4)

Measure PD 3: Stand-up tailored report writing and case management system compatible with Office of Student Conduct (OSC) and Title IX functions

Strategy PD 3.1: Select case management software vendors in collaboration with OSC and Title IX that will allow all entities to share a system and files

Tactic PD 3.1.1: Research available products with selection team.

Tactic PD 3.1.2: Test available products with selection team.

Tactic PD 3.1.3: Negotiate build-to-suit software to complement IUP processes and ensure data-mining capacity for annual security reporting requirements.

Tactic PD 3.1.4: Contract with vendor for development, plan for system rollover, data archival, and system redundancy.

Responsible Person(s): IUP Police Department Internal Stakeholders Committee

GOAL PD 4: CREATE STAFF DEVELOPMENT AND TRAINING PLAN THAT IS RESPONSIVE TO PROFESSIONAL ADVANCES AND SOCIETAL CHANGES (AF2)

Measure PD 4: Formulation of comprehensive IUP Police Department initial hire, annual retraining, professional development, and promotional training program

Strategy PD 4.1: Utilize program assessment and survey tools to determine current training status, future needs and individual specialty, development and promotional aspirations and interests

Tactic PD 4.1.1: Use lieutenants as a training committee to determine current training status, training deficits, annual retraining, and training priority needs.

Tactic PD 4.1.2: Survey officers to determine their individual training interests and promotional aspirations.

Tactic PD 4.1.3: Use evaluation goals to create accountability for training processes.

Tactic PD 4.1.4: Use new policies to create training requirements, responsibilities, reporting and archiving processes.

Tactic PD 4.1.5: Develop policy for training personnel upon promotion.

Responsible Person(s): Lieutenants, Training Sergeant, Designated Officers Acting as Training Committee

GOAL PD 5: DEVELOP COMPREHENSIVE RECRUITING AND RETENTION PLAN FOR PUBLIC SAFETY DEPARTMENT PERSONNEL (AF5)

Measure PD 5: Increase and expand initial recruitment (including diversity) numbers and geographic response and develop hire and retention trending chart to track personnel longevity

Strategy PD 5.1: Utilize different strategies to recruit qualified candidates and increase internal accountability and professionalism to retain personnel

Tactic PD 5.1.1: Make use of alternative recruiting websites and posting opportunities along with alumni, student, and community groups to share vacancy announcements.

Tactic PD 5.1.2: Research viability of paying for a candidate's academy costs upfront under a contractual arrangement.

Tactic PD 5.1.3: Research viability of alternative salary and advancement plans with union representatives.

Tactic PD 5.1.4: Use performance plans, revised policies, and investigative processes to create accountability among supervisors and fairness of treatment for personnel.

Tactic PD 5.1.5: Develop analysis of demographic features of service area, along with selection process review, to ensure rating criteria and minimum qualifications are job-related and nondiscriminatory.

Responsible Person(s): Director, Union Stewards, Lieutenants, Administrative Assistant

SPECIAL PROJECTS (SP)

GOAL SP 1: ENSURE FINANCIAL SUSTAINABILITY (AF1)

Measure - Maintain an updated long range plan with quarterly review of each project's funding option

Strategy SP1: Ensure adequate funding sources are available for proposed campus facilities master plan projects prior to commencing a project

Tactic SP 1.1.1: Ensure that project scope and cost estimates are accurate with information available.

Responsible Person(s): Assistant to the Vice President for Special Projects with input from Facilities Management

Tactic SP 1.1.2: Review project scope and determine responsible university area to provide funding certifications.

Responsible Person(s): Assistant to the Vice President for Special Projects with input from Facilities Management





GOAL SP 2: PROVIDE SUPPORT IN DEVELOPMENT AND MAINTENANCE OF STATE-OF-THE-ART FACILITIES THAT SUPPORT THE UNIVERSITY'S ACADEMIC PLAN (AF 3)

Measure SP 2: Facilitate and coordinate the academic plan and conduct annual reviews to determine which actual space needs were met and future space requirements

Strategy SP 2.1: Utilize the university's academic plan as guidance in updating the long-range campus facilities master plan

Tactic SP 2.1.1: Ensure that planners are knowledgeable of the academic plan and program needs.

Responsible Person(s): Assistant to the Vice President for Special Projects

GOAL SP 3: DEVELOP, UTILIZE, AND PROVIDE INNOVATIVE BUSINESS AND TECHNOLOGICAL SOLUTIONS THAT ENSURE REVENUE, GROWTH, AND EFFICIENCIES (AF 4)

Measure SP 3: Assessment of the university's success in addressing local, community, and regional needs via partnerships, planning, and development efforts

Strategy SP 3.1: Promote off-campus facility planning partnerships

Tactic SP 3.1.1: Participate in local government meetings related to planning.

Responsible Person(s): Assistant to the Vice President for Special Projects



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